



I N N O V A T E
& C R E A T E

AR20/21

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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

2020/21 WENTWEST YEAR IN REVIEW: INNOVATE & CREATE

For WentWest, the Western Sydney Primary Health Network, 2020/21, has been a year of creativity and innovation. Harnessing the power of new technology and collaborative methodologies, WentWest has led the way for data reform in our region, transformed multi-sector models of care, and placed the needs of our community at the heart of our programs. Stepping up as a leader in data and digital tools has propelled our partnership programs to new levels and enabled our staff to adapt to changing working environments.

Continuing our COVID-19 support, WentWest played a key role in supporting the Department of Health's National Vaccination Rollout, supporting general practice, residential aged care facilities (RACFS) and Disability Group Homes. Our staff have helped keep frontline health care workers safe through the distribution of personal protective equipment, critical COVID-19 communications and webinars.

Our partnership with the Western Sydney Local Health District (WSLHD) goes from strength to strength with the launch of our Collaborative Commissioning initiative, the Western Sydney Care Collective. Western Sydney Care Collective aims to transform health care through innovative pathways designed to take the pressure away from Emergency Departments by offering alternative services within a primary care setting. Along with the planned Value Based Urgent Care and Cardiology in Community pathways, a third pathway, Rapid Access to Care in the Community, was developed as an collaborative response to COVID-19 patient management.

This year, a momentous achievement for WentWest and our partners has been the launch of the Western Sydney Kids Early Years (KEYS) Network. Alongside WSLHD, the Department of Communities and Justice, Sydney Children's Hospitals Network, and the Department of Education, WentWest has co-designed KEYS to align social and health sector agendas to support families with children aged 0-5 years. Crucial to the success of this initiative is WentWest's development of an Information Sharing Solution. This creative data model will enable cross-agency data exchange connecting critical family information and service provider linkages.

This year, WentWest was awarded the Silver 2021 Excellence Award from the Australian HR Awards for our Workplace Flexibility Program. Our flexible working framework and wellbeing initiatives have empowered our staff to work across multiple locations to meet the demands of stakeholders whilst prioritising their mental health and the needs of their team. The culture of adaptability, creativity and trust we have established in the midst of a pandemic highlights the dedication of our staff.

We understand the value of data and making evidence-based decisions to ensure that the needs of our providers, community and staff are being met and will continue to innovate as we move forward into 2022. Thank you to all of our partners, health professionals, and community members who have made this year a success. We are excited to work together in the future as we progress our shared vision of a healthier Western Sydney.

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CHAIR'S WELCOME

Few would disagree that 2020/21 has been an extraordinary year: a year in which Australia has felt the very real impact of a seemingly endless pandemic, and nowhere more so than in Western Sydney.

This has been a year in which a strong public health system and our community's responsible actions have blunted the pandemic's attack, while outstanding research and fast-tracked development processes delivered a range of life-saving vaccines. And a year in which mental health has emerged as a top priority, with existing general practice and mental health services as well as new, rapid response initiatives struggling to cope with the rapid escalation in need.

The sector continues to see great challenges and continuing transformations as we navigate the pandemic, learning as we go. WentWest is a key player in the race to stem the virus, working closely with our valued partners: the Western Sydney Local Health District, our fantastic GP Leaders and many others. New models of care continue to evolve and roll out, from general practice-led, hospital supported COVID Care in the Community to pop up vaccination and testing clinics - all supported by

infection control, education and training for the sector. We have planned, led, partnered and supported wherever and however we can, always putting our community at the very centre of everything we do.

In parallel with this essential pandemic related work, our Mission continues to identify and address community health needs through deep community consultation, ground-breaking co-design processes, innovation and evolving partnerships: expanding our commissioning capacity to enhance patient access and outcomes, service quality and provider capabilities.

The theme of this Year in Review: Innovate and Create, speaks directly to our Mission to steadily drive towards "better health, equity and empowerment for our Western Sydney communities and the health professionals who care for them". WentWest has never hesitated to question the status quo, or to collaboratively think 'outside the box' in exploring new, integrated and streamlined ways of delivering care with a view to creating positive and sustainable change.

I hope this 2020/21 Year in Review gives you a comprehensive overview of the year's undertakings. So many people have contributed to the advancements made over the last year, first and foremost, our CEO, Ray Messom and WentWest's wonderful staff. Ray's steady, strategic leadership has been vital to the organisation's ability to navigate the challenges of COVID-19 while continuing to both deliver on core responsibilities and champion long-term health system reform. WentWest's wonderful staff have risen to the challenges of the pandemic - including remote working with much success and engagement under truly difficult circumstances.

My thanks to 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. Co-design and co-commissioning will be a central feature of our evolving health system. Lastly, sincere thanks to our Board members who bring their diverse and considerable expertise to bear on our shared Vision and on the strategic directions, evolution and continuing oversight required to achieve it.

DI O'HALLORAN AO
Chair, WentWest (WSPHN)

I am so proud of this organisation. The way the team have embraced the trials of 2020/21, remained dedicated to lasting health system reform and demonstrated their passion for the people of Western Sydney during this most difficult of years continues to inspire.

It is humbling to watch the community, WentWest and our partners triumph and grow stronger. I am astounded by the gains we have made during this once-in-a-lifetime health challenge - WentWest has proven itself a leader and innovator, not just in fighting COVID-19 but across so many of our health initiatives and partnerships.

Our experience with COVID-19 continues to underscore our belief that we are 'one system' here in Western Sydney. As our region bears the brunt of the current outbreak, we continue to respond with inventive and agile health care programs. Our collaboration with health professionals has extended to work alongside social care providers in support of vulnerable families, children and communities. Together, we are working towards a future where no one is left behind. Community is at the heart of everything we do.

This year, we continued to support infection control across general practices, distributed hundreds of thousands of units of personal protective equipment, supported new telehealth services and stood up for vaccination and testing services to keep the community safe and drive up vaccination rates.

Together with Western Sydney Local Health District (WSLHD) we fought vaccine hesitancy, opened pop up clinics, and rolled out large-scale community awareness programs. Our strong partnership allowed us to wrap multidisciplinary teams across the primary, community and acute care sectors focusing on families and consumers. With the WSLHD, we created an integrated Care in the Community pathway for COVID-19 positive patients with mild to moderate symptoms, supporting families in their time of need.

Our staff continue to embrace a constantly changing work landscape as we respond to the ebbs and flows of lockdowns and restrictions. I am incredibly proud that we have been awarded a Silver 2021 Excellence Award for our Workplace Flexibility Program by the Australian HR Awards, recognising exemplary initiatives across Australia.

Strategic commissioning 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 invested in the Western Sydney community via our commissioned

contracts. With our NGO partners, we are moving closer to outcome-based delivery and reporting. We continue to evolve our approach to quality and improvement, resulting in more substantial, outcome-driven services and better value and outcomes for consumers.

Our support of general practice and allied health remains steadfast, with our practice support teams reaching more health professionals than ever. Our Patient Centred Medical Home (PCMH) program expanded from seven practices to 24, and our Health Intelligence Unit continued to measure impact and insight into our programs.

Over the last 12 months, through a successful and exciting cross-agency collaboration governed by Western Sydney Service Delivery Reform (SDR), the Kids Early Years (KEYS) Network has been commissioned into WentWest. The first of its kind in Australia, KEYS aims to align social and health sector agendas to deliver interconnected client services. KEYS relies on multi-sector collaboration to develop a coordinated care model for those stuck in a cycle of disadvantage.

Our Collaborative Commissioning Program from the NSW Ministry of Health launched as the Western Sydney Care Collective. In collaboration with WSLHD, we are rolling out Cardiology in Community and Value Based Urgent Care pathways to build on the success of Western Sydney Diabetes. These pathways target care in community to alleviate ED presentations, hospital admissions and better value care by providing alternative care options for low acuity patients.

Our valued partnerships continue to grow as we scale up our programs to reach more people than ever before. Thanks also to the support of the Clinical and Consumer Councils for their ongoing commitment.

The challenges may still be coming thick and fast in this current climate; however, I am deeply confident of WentWest's innovative heart and the creative way we approach everything we do. I am surrounded by a team that is engaged, steadfast and passionate about supporting our 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 over the past year. In particular, I would like to thank Professor Di O'Halloran as the Chair for her advice, support and strategic insights.

RAY MESSOM
CEO, WentWest (WSPHN)



CEO'S WELCOME

WENTWEST

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

QUADRUPLE AIM

PATIENT EXPERIENCE OF CARE



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

QUALITY AND POPULATION HEALTH



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

SUSTAINABLE COST



- Cost reduction in service delivery
- Reduce 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

WentWest is driven by the desire to empower Western Sydney communities and the people who care for them. Our commissioned services and work with health providers steer us towards our vision of a healthier Western Sydney. We believe that all members of our community deserve access to equitable primary care supported by a sustainable health workforce. As a region, our priorities are to improve the quality and accessibility of services focused on; Aboriginal health, aged care, child and family, mental health, alcohol and other drugs, chronic conditions, and population health.



ABORIGINAL HEALTH

With one of Australia's largest Aboriginal and Torres Strait Islander populations, WentWest (WSPHN) is proud of its commitment to providing culturally-appropriate health care services to local communities.

Aboriginal Cultural Liaison Coordinator

Working closely with key local organisations, our dedicated Aboriginal Cultural Liaison Coordinator identifies and prioritises specific services required to strengthen the health and wellbeing of Aboriginal and Torres Strait Islander

people. Cultural Awareness Training events for health professionals have helped increase respect and understanding across the Western Sydney primary health care sector. In the past year, WentWest has delivered Cultural Awareness Training to 154 GPs and health care staff via in-person and virtual sessions. We hosted Cultural Induction sessions for 47 new WentWest employees, and 60 staff members participated in Cultural Awareness and Cultural Safety sessions.

Western Sydney Integrated Team Care

The Western Sydney Integrated Team Care (ITC) program improves the health outcomes of individuals with chronic health conditions by providing culturally appropriate health services, education, and financial support for accessing appointments, aids and equipment. Of the 602 people in the ITC program in 2020/21, 414 were new referrals, demonstrating the service's ability to promote self-management and independence.

Too Deadly for Diabetes

Our Too Deadly for Diabetes commissioned program tackles type 2 diabetes in Aboriginal communities across Western Sydney. This 10-week exercise, nutrition, education, and behavioural change program takes a community approach to weight loss. Participants gain self-confidence and often reduce their need for diabetes, blood pressure, and cholesterol medication. Last year, the program supported 182 community members, with an overall average weight loss of 7% and a reduction in GP-prescribed medication.

Burbaga Burawa

Burbaga Burawa aims to improve health and lifestyle outcomes for Aboriginal and Torres Strait Islander people who have or are at risk of developing, a chronic health condition. This year, Burbaga Burawa provided two 10-week sessions to 120 Aboriginal and Torres Strait Islander participants, 90% of whom completed the program. Participants received a free gym membership, access to a personal trainer and a healthy eating plan. Clients formed the teams that participated in the NSW Knockout Health Challenge. The Burbaga Burawa teams achieved 1st and 2nd place in this year's competition, with an overall average weight loss of 8%.

Aboriginal Counselling Services

Aboriginal Counselling Services (ACS) delivers culturally-sensitive, safe, mental health interventions and therapeutic counselling services to people who identify as Aboriginal and Torres Strait

Islander. ACS supports, empowers and assists clients to navigate the health system and manage their mental health conditions. This year they provided 203 clients with an average of six sessions, with 82% showing a reduction in their psychological distress scores.

Marrin Weejali Corporation

Marrin Weejali is an Aboriginal community organisation providing culturally-safe alcohol, other drug and non-acute mental health counselling, referral and advocacy services to the Western Sydney community. Over the past year, the commissioned Healing Minds Healing Spirits program has serviced 489 clients presenting with alcohol and drug misuse issues. In addition, WentWest has funded a Mental Health Worker position to support program clients presenting in crisis. The Mental Health Worker saw 313 clients this year.

Through Marrin Weejali initiatives, 14,683 care services were provided, including; advocacy, care plans, case management, client interviews, comprehensive assessments and counselling. An average of 73.5% of clients showed an improvement to their K10 scores.

The Shed in Mount Druitt

The Shed, established in 2004, offers a supportive environment for disadvantaged men and women, connecting them to mental health, Centrelink, housing, legal and therapeutic services.

This year, the Shed Case Worker saw an average of 26 clients per week,

966 of whom identified as Aboriginal or Torres Strait Islander. Offering truly person-centred care, staff from different support services are invited to weekly lunches with clients, where they start a conversation and build trust before embarking on any formal assessment processes.



Above - The Shed in Mount Druitt.

Baabayn Building Community Resilience Project

WentWest funds a clinical psychologist to help build community and individual resilience, the most effective way of safeguarding against drug and alcohol abuse and addressing inter-generational trauma in Aboriginal and Torres Strait Islander families.

Baabayn offers drop-in psychosocial support using culturally appropriate methods such as narrative therapy.



WENTWEST HAS PARTICIPATED IN A BROAD SPECTRUM OF COMMUNITY EVENTS THROUGHOUT THE YEAR, AND WE ACKNOWLEDGE THE COMMITMENT OF OUR PARTNERS THAT SHARE OUR RECONCILIATION AMBITIONS.

We also acknowledge the strength and support of our community Elders, in particular; Aunty Edna Watson, Uncle Danny Eastwood, and Uncle Greg Simms.

AGED CARE

Improving the health and wellbeing of our aging population is a key priority area for WentWest. The WentWest Commissioning team work closely with local partners to support and coordinate services for older people living both in the community and in residential aged care facilities (RACFs). Our Dementia-specific Service Navigator program supports people living with Dementia, their families, and their carers. This program helps people to navigate support services, reduce isolation, and address needs at the right time for the individual and their family.

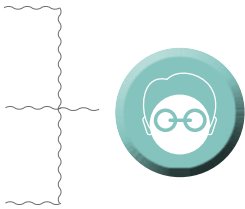
Aged care service providers, such as Community Options, aim to address the mental health needs of residents in RACFs through assessments, care plans and behaviour management strategies. Daniel Parker is an additional support service that focuses on fall prevention.

Aged Care Statistics

1,097
NAVIGATION SUPPORT SESSIONS CONDUCTED

32
GROUP AWARENESS SESSIONS FACILITATED FOR HEALTH PROFESSIONALS, RACF STAFF AND COMMUNITY ORGANISATIONS

500
ATTENDEES TO GROUP AWARENESS SESSIONS



IMPROVING HEALTH

Our ageing population is a key priority for us at WentWest.



CHILD AND FAMILY

Our child and family commissioned services address early childhood development in Western Sydney. Western Sydney has the highest birth rate in NSW, which means the region has a large demographic of young people and children. The first two thousand days of a child's life are critical to brain development and influencing their long-term physical, emotional and social growth.

Taking a collaborative approach, WentWest works with community groups, families and primary health providers to build effective, integrated systems that improve health outcomes

for families, ensuring every child reaches their potential.

Thrive@5 in Doonside

- **Little Possums Program.** Connect Child and Family Services continue to run the Little Possums Program, providing children who have experienced trauma, with play therapy, advocacy and mentoring. This year, the program assisted 92 children, with 67.5% showing an improvement in school attendance. In addition, Connect Child and Family helped families connect to services during COVID-19 and supplied them with food and activity resources.

- **Tiny Tots Talking (TTT)** is a collaboration between WentWest, WSLHD, Blacktown City Council and the University of Wollongong. The work has expanded from Doonside to three centres in Mount Druitt. Significant outcomes are being achieved in each of its four objectives.

TTT has placed a speech pathologist into three early childhood environments in Doonside to generate high-quality, language-stimulating environments. The speech pathologist provides screening, assessment and intervention to children, with a focus on 2 to 5-year-olds. Of the 182 children observed this year, 101 were identified as needing speech pathology interventions. The speech pathologists work with families and childcare staff to create language-enriching environments. This year, 21 teachers across the three early childhood environment centres attended the professional development program.

Immunisation Bike Competition

Our highly successful Immunisation Bike Competition has now been running for almost a decade in Western Sydney. The competition raises awareness of the importance of immunisation and increases childhood immunisation rates in Western Sydney.

Partnering with participating local general practices, every child who received their 12-month, 18-month or four-year-old immunisation between October 2020 and March 2021, entered a draw to win one of 24 bikes and a helmet.

This year, 198 general practices in Western Sydney participated in the campaign, collectively immunising 3,520 children, up by almost 25% from last year.

Child and Family Statistics

16,422
CHILDREN IMMUNISED SINCE 2011 VIA THE IMMUNISATION BIKE COMPETITION



Right - One of the winners of the 2020/21 Immunisation Bike Competition

THE TINY TOTS TALKING THRIVE@5 IN DOONSIDE PROJECT FOUR MAIN OBJECTIVES

ONE
To improve the quality of practice within the participating early childhood services.

TWO
To improve educators' ability to promote children's language, communication and self-regulation.

THREE
To improve participation of families as partners in promoting children's language, communication and self-regulation.

FOUR
To improve collaboration between educators, speech pathologists and other clinicians in the community.

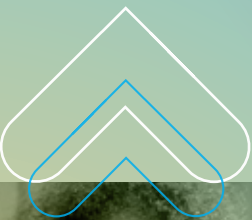
HATS OFF TO IMMUNISATION

The Immunisation Bike Competition continues to be a huge success in the community.



MENTAL HEALTH

Empowering individuals to improve their mental health and wellbeing.



Mental Health Statistics



10,613
PAGE VIEWS. 5029 USERS, AND 5,909 TOTAL SESSIONS OF MINDGUIDE, HELPING THE COMMUNITY NAVIGATE MENTAL HEALTH INFORMATION AND SERVICES



2,695
PHONE CALLS FOR INTAKE AND ASSESSMENT COUNSELLING SERVICES (ON THE LINE)



23,987
PSYCHOLOGICAL SESSIONS FUNDED (PMHC)



6,589
CLIENTS REFERRED TO PSYCHOLOGICAL SERVICES (PMHC)



95
REGISTERED MENTAL HEALTH PROFESSIONALS OFFERING SERVICES IN 30 DIFFERENT LANGUAGES (PMHC)

MENTAL HEALTH

Commissioning quality, timely, culturally-appropriate and affordable mental health care continues to be a priority area for WentWest, particularly as the full impact of the COVID-19 pandemic begins to take effect.

The Way Back Support Service

In partnership with Niami National, The Way Back Support Service program is an aftercare service for people who have attempted suicide or experienced a suicidal crisis. Clients are referred through Emergency Departments, and Aboriginal clients can also be connected through Aboriginal-specific organisations. The Way Back Support Service provides non-clinical care and practical support for up to three months, along with follow-up support for people who reside in the Western Sydney area. The program takes an assertive model of care, allocating a support coordinator to each person, responsible for maintaining contact and providing quality, motivational support. Care is tailored to individual needs to reduce distress, build connections in the community and engage consumers with other services. This national initiative is being rolled out across 33 sites in Australia.

Safe Space

Safe Space supports people aged 16-years and over experiencing psychological distress in a non-clinical setting after-hours. The Safe Space site in Blacktown is equipped with sensory rooms and staffed by peer workers,

support workers and mental health specialists who offer care outside of a clinical environment. Over 95% of clients reported reduced distress levels in their final outcome measures having used the service. The Blacktown Safe Space was the first of its kind in NSW and has helped secure the rollout for three additional Safe Space sites across NSW and QLD.

Integrated National Psychosocial Support Program

The Integrated National Psychosocial Support Program provides psychosocial care to adults living with severe and complex mental health concerns. The program helps clients form a sense of belonging in their local community and builds their capacity to engage in social activities. Many program participants have limited social networks, unstable family connections, or have experienced stigma that has resulted in social isolation. Clients are encouraged to contribute to their community through work, study and volunteering to help build their functional psychosocial capacity. Activities are person-centred, recovery-focused and trauma-informed to help people live fulfilled, active lives whilst developing life skills, gaining access to education or employment, or building relationships. The program is also helping to form local partnerships across primary and community-based mental health and social services so that people have access to effective, coordinated support.

Right - STARTTS COVID-19 program for CALD communities and older Australians.

NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors

This year, WentWest expanded its partnership with the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS). Following the success of the culturally and linguistically diverse mental health literacy and suicide prevention program, WentWest supported a new program delivering wellbeing interventions to asylum seekers, refugees and humanitarian entrants who identify as LGBTQIA+. The program empowers community members, leaders, and elders to reduce stigma, recognise signs of distress in themselves, employ coping strategies, and develop mutually supportive relationships to reduce social isolation and loneliness. In 12 months, 793 service contacts engaged in the service through workshops, group activities, phone calls and counselling sessions.



One Door Mental Health

WentWest is excited for two of our most successful commissioned services merge in the year ahead – Hospital to Home (H2H) and the Bilingual Support Worker (BSW) program.

H2H supports people living with mental health conditions and those who have attempted suicide, for up to 12 weeks following their discharge from hospital. Those first few months are when people are most vulnerable and likely to re-admit to hospital with a mental health concern. The program aims to keep people out of hospital, improve their health outcomes, and connect them to social networks and community services that empower them in their recovery.

The BSW program focuses on coordinating referral pathways that connect individuals to tailored mental health services. WentWest supports BSW through the provision of two bilingual staff at the Auburn One Door BSW support service.

Analysing client intake over the past year, H2H observed that their client base was predominantly from culturally and linguistically diverse backgrounds. In parallel, the BSW program regularly took on the role of a

service navigator and referred clients to more intense support services. The new combined Bilingual Hospital to Home commissioned program will directly support WentWest's efforts to improve mental health and suicide prevention support to diverse communities in our region.

headspace

- **headspace.** WentWest has commissioned three headspace services across Western Sydney, in Mount Drutt, 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 to 25 years old, 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 (hEP)** 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 in Mount Drutt 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 Enhanced Support Service

The Youth Enhanced Support Service (YESS) is an outreach program for young people at risk of developing mental health concerns. YESS provides mental health support, treatment, and case management to people of all religious and spiritual beliefs, is LGBTQIA+ friendly and culturally sensitive.

The innovative outreach model provides care to young people who do not necessarily recognise that they need mental health support, but whose loved ones have noted a significant functional decline. The service brings care to young people, giving them a choice on where and how they receive help.

YESS is a specialist youth mental health service providing comprehensive interventions. A psychiatrist leads the teams, and each young person receives wrap-around support, including psychiatry, psychological and social interventions, peer work, employment services, and family work tailored to their needs.



HEADSPACE

Bringing mental health to the forefront by addressing the issues early.



Above - headspace Mount Drutt, an early intervention program for young people aged 12-25 years old.

headspace Statistics:



364
TOTAL NUMBER OF YOUNG PEOPLE THAT ACCESSED hEP



670
TOTAL NUMBER OF YOUNG PEOPLE THAT ACCESSED YESS



7,517
TOTAL NUMBER OF SERVICE CONTACTS



86
GROUP SESSIONS DELIVERED

ALCOHOL AND OTHER DRUGS

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

Our programs assist a range of priority groups, including Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse (CALD) backgrounds, older people, youth, people experiencing homelessness, and those engaged with the justice system.

Community Restorative Centre (CRC)

- **Prison Transition Program** helps those in the prison system engaged in a cycle of drug use, crime, homelessness, and incarceration. CRC provides specialist support for people exiting the prison system.
- **Pathways Home - Pilot Youth Program** is a youth support service for youth aged 10 to 24 years who have been involved with the criminal justice system and need support for AOD use. The program helps address the individual, social, and structural causes of incarceration.

Drug and Alcohol Multicultural Education Centre (DAMEC)

DAMEC's CALD Enhanced Rehabilitation Service reduces the harm associated with the use of alcohol and other drugs to patients from diverse backgrounds.

Ted Noffs Foundation: Enhanced Rehabilitation Capacity

This service encourages participants to re-engage with their community and improve their lives through individual and family counselling, workshops and mentoring.

Odyssey House

Odyssey House increases access to AOD services for priority populations, including families with children, people leaving prison, people with mental health issues, Aboriginal and Torres Strait Island people, and people identifying as LGBTIQ+.

We Help Ourselves (WHOs)

WHOs provides a therapeutic program and case coordination service for those who are AOD dependent and have co-occurring complex mental health conditions.

Youth Off The Streets (YOTS)

YOTS Dunlea program delivers an AOD rehabilitation service for individuals aged 13 to 19 years and their families. With support from the clinical services team, the program provides one-to-one counselling, group work, treatment plans, case management, living skills development and recreational activities.

Alcohol and Other Drugs Statistics

2,234
CLIENTS ACCESSED
AOD TRANSITION AND
ENHANCED SERVICES



261
CLIENTS SUPPORTED
IN PRISON TRANSITION
PROGRAMS



YOUTH OFF THE STREETS

Delivering life skills to local youths in need.

Above - Youth Off The Streets Dunlea Program. This program delivers AOD counselling, treatment plans, case management and life skills to 13 to 19-year-olds.

CHRONIC CONDITIONS

A regional focus in Western Sydney has been the implementation of chronic disease prevention and management initiatives. These initiatives take an integrated, collaborative approach and focus on community education. WentWest continues to partner with the WSLHD to support health care staff and their patients access programs and resources that lower the prevalence of chronic health conditions in our region.

Our exercise and healthy eating partnerships have successfully adapted to online formats during COVID-19 to continue to break down barriers to accessing these essential services.

Western Sydney Diabetes

12% of people in Western Sydney are estimated to have type 2 diabetes, with 38% of the population considered at high risk of developing diabetes. The Western Sydney Diabetes (WSD) initiative has been operating for over seven years to reduce the burden of disease in our region through community education, GP engagement, case conferencing, community activity groups, school garden initiatives, diabetes testing and secondary prevention management.

In the past year, WSD has responded to the COVID-19 pandemic by adapting to online methods. This includes running WSD Virtual Care events, hosting the Diabetes Masterclass 2020 Series online, incorporating the Diabetes Together App onto CareMonitor, and presenting at online global diabetes and integrated care conferences. In our community, WSD celebrated the opening of the Mount Druitt Diabetes Clinic and continues to support the Healthy Living Toongabbie initiative to address community needs. The WSD team also launched 'Healthy Living Options 2020', an online resource providing a range of healthy activities for community members.

HbA1c testing remains consistently high across Western Sydney as part of routine screening in diabetes management. This early detection test improves diabetes and pre-diabetes management, ensuring people can begin addressing necessary medical and lifestyle changes.

Live Life Get Active

Live Life Get Active (LLGA) is a health initiative tackling obesity, diabetes and mental health through fitness classes

and online wellbeing resources. Since the program began, close to 5,000 people have joined and are regularly engaged in free exercise classes in Western Sydney. The classes, which are now delivered in the park via live video calls, and on-demand videos, tackle obesity, diabetes and mental health issues. The LLGA program also offers online nutrition tips, recipes and wellbeing resources.

From 1 July to 30 June, the LLGA park programs have achieved an average of:

- 9% improvement to risk of developing type 2 diabetes
- 11% improvement to individuals, obesity risk rating
- 2kg average weight loss per participant per quarter
- 4.5cm average lost around waist circumference per participant per quarter

Looking After Your Health

The Looking After Your Health education classes adapted to an online format during the past 12 months with great success. Classes target CALD community groups and are delivered in Mandarin, Cantonese, Korean, Hindi and Tagalog. These classes provide free education sessions on topics such as; diabetes, healthy eating, physical activity, alcohol use, smoking, and emotional and physical health.

As a result of the program, 100% of survey respondents stated that they intended to change their behaviour and reported confidence in doing so. The program had a 91% overall satisfaction rate.



POPULATION HEALTH

Refugee Health continues to be a priority area for WentWest. In parallel to our work with the community and local service providers, we continue to enhance our support to general practices to improve everyone's equity and access to health care.

This year, WentWest's Refugee Health Coordinator provided support to 65 general practices in Western Sydney, positively impacting the lives of hundreds of patients from refugee backgrounds. The scope of this role has also expanded to offer advice and culturally-appropriate resources to GPs for patients from culturally and linguistically diverse (CALD) and migrant backgrounds. Through our regular presence in multiple inter-agency meetings and forums, we have extended our networks, solidified existing partnerships and formed new ones. These networks have allowed us to raise awareness of CALD refugee populations' health issues, share information and expertise on presenting health issues for refugee and CALD patients, agree on possible solutions, and explain COVID-19 risks and vaccine safety among CALD and refugee communities.

REFUGEE HEALTH

We believe in equity and access to health care.



KIDS EARLY YEARS NETWORK

The Western Sydney Kids Early Years (KEYS) Network is a ground-breaking initiative and the first of its kind in New South Wales. Designed to align social and health sector agendas to deliver cohesive client services, it relies on multi-sector collaboration to develop a coordinated care model for those stuck in a cycle of disadvantage.

One in four children aged under five in Western Sydney are vulnerable and on a life trajectory for poorer health outcomes. These children are estimated to cost the NSW government \$100,000 each for the key human services they use up to 40 years of age - 1.7 times the average cost for all NSW children.

The KEYS Network assists people and organisations in Western Sydney to work together to improve support for families with children aged 0 to 5 years. The family unit is the most important place for a child to receive love and care. There are times however, when families need some extra support to meet life's challenges. While Western Sydney is fortunate to have many strong and committed organisations to support vulnerable families, navigating these services is difficult. The system's complexity means that sometimes families fall through the gaps and have to re-tell their stories many times.

Over the last 12 months, through a successful cross-agency collaboration governed by Western Sydney Service

Delivery Reform (SDR), the KEYS Network has been commissioned into WentWest. A team of multi-disciplinary navigators has been established to identify vulnerable families, offer personalised support and ensure families have access to appropriate services.

Western Sydney SDR agency members

- WentWest, Western Sydney Primary Health Network
- NSW Department of Communities and Justice
- Sydney Children's Hospitals Network
- Western Sydney Local Health District
- Mount Druitt Police Area Command
- Aboriginal Housing Office
- Department of Education

On behalf of SDR, WentWest is developing an Information Sharing Solution supported by cross-agency data sharing. This will capture critical family information, such as referrals, care plans, and service provider information,

which will be linked across the KEYS Network to monitor and update real-time data. In addition, our collaboration with Western Sydney University will see the KEYS Network leverage evidence-based insights to support broader research initiatives, including district-level research on key service gaps for overall service improvement.

How KEYS supports Aboriginal families

- KEYS recognises that the best place for Aboriginal children is at home with their family.
- KEYS wants to make it easier for Aboriginal parents and carers to access culturally-safe support at the right time. This may be facilitated by an Aboriginal Navigator, and means services spend less time trying to find support and more time focusing on support of helping the family.
- The KEYS Network has developed a simple referral system so that Aboriginal families can access services with the support of a community-based advocate or even a trusted family member. Our multi-agency team will support the creation of a family plan that connects parents and carers with locally-based services that best suit their needs.

Visit wskeys.com.au for more information.



GENERAL PRACTICE & PRIMARY CARE DEVELOPMENT



WentWest's Practice Development Team are committed to partnering with primary care and key partners to achieve our vision of healthier communities, empowered individuals and a sustainable primary health care workforce and system.

PRACTICE DEVELOPMENT TEAM

The Practice Development Team (PDT) consists of clinical and non-clinical staff. They connect general practice with services and programs to build capacity and capability to improve health outcomes across Western Sydney.

Working with more than 350 general practices, they provide support across many areas, including accreditation, chronic disease management health assessments, quality improvement and implementation, and education on clinician support tools and patient self-management tools.

Despite the changing landscape and a

shift in priorities to support practices through the COVID-19 pandemic, this year they increased visits to practices by 19% through a combination of face-to-face meetings, remote and phone meetings, reaching 1,582 GPs across 352 practices.

Quality improvement is at the core of all we do, underpinned by the Quadruple Aim, which serves as a template in both the design and evaluation of health interventions. Our Quality Improvement Program includes team-based approaches, peer review, reflective practice, best practice, and data analysis. It can improve uptake of evidence-based practices for better patient outcomes, better professional development, and better system performance.

General Practice & Primary Care Statistics

352
NUMBER OF GENERAL
PRACTICES WE SUPPORT



4,895
VISITS TO PRACTICES*

1,582
VISITS TO GENERAL
PRACTITIONERS



*Visits include face-to-face visits, remote meetings and phone meetings

TRANSFORMING PRIMARY CARE

Working towards a healthier Western Sydney.



LUMOS

Lumos is a partnership initiative between WentWest, the Western Sydney Primary Health Network and NSW Health to assist practices to gain a greater understanding of their patient's journey across the health system. The program securely links encoded, de-identified data from general practices to other health data in NSW, including hospital, emergency department, mortality, ambulatory and cancer. Implemented under strict data governance processes, it generates new insights to improve health services and patient outcomes across the state.



PHARMACIST IN GENERAL PRACTICE PROGRAM

The Pharmacist in General Practice Program (PIGP) is aligned with our PCMH principles and is based on a collaborative, patient-centred primary care model.

The Pharmacist in General Practice works directly and collaboratively with GPs and other health professionals to support the quality use of medicines. From providing medication advice to patients, reviewing and assessing medication effectiveness, to conducting clinical audits and providing education to GPs and other practice staff, the PIGP helps the health care team minimise medication-related problems and maximise health outcomes.



HEALTH INTELLIGENCE UNIT

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

HIU captures, translates and shares data with internal and external system partners with a consistent view to support, inform, evaluate and improve the health and wellbeing of the Western Sydney population.

After successfully establishing a shared data platform, HIU has effectively linked local de-identified acute and primary care data and uses the information to create evidence-based decision-making tools for GPs and clinicians, supporting better patient outcomes.

Using the expertise and knowledge of de-identified data linkage, HIU has expanded its capacity to link health datasets with many other non-health datasets for the KEYS Network project.

This improves case management and crisis management for vulnerable children and families by coordinating care more effectively, reducing inefficiencies and historical manual processes, and increases the ability to understand services strategically, leading to more efficient services in the long term.

They have successfully established an outcome-based model of care for commissioned providers and introduced a dynamic simulation model of the social, cultural, economic and service level determinants on subsequent intentional self-harm, to identify optimal mental health service pathways in Western Sydney and inform strategies for ongoing service engagement among individuals.

Our HIU is continuously supporting transformation of primary care through data driven quality improvement initiatives, risk stratification, predictive modelling, and structured QI reports. HIU also supports commissioning activities through continuous progress evaluation, and outcome and impact evaluation as and when necessary.



BEST PRACTICE

To achieve the best primary health care for our patients.

PATIENT CENTRED MEDICAL HOME

The guiding principles of the Patient Centred Medical Home (PCMH) model are to transform primary health care to be patient-centred, comprehensive, coordinated and committed to the highest levels of quality and safety.

This year WentWest has comprehensively strengthened these principles in partnership with general practice, primary care and the broader health system. Our goal is to embed the principles of Patient Centred Medical Home across the region, creating general practices of the future.

Supporting and guiding practices on the transformation journey are the 10 Building Blocks of High Performing Primary Care – a conceptual model that identifies and describes the essential elements of primary care to facilitate high performance. WentWest provides practices with comprehensive education, access to and integration – of health tools, guidance on quality improvement, and a dedicated practice facilitator to support them in their transformation journey.

Over the last five years, WentWest has been partnering with eight trailblazing practices in Western Sydney on the journey towards PCMH. With the expansion of the program, we are proud to be supporting 24 PCMH practices in Western Sydney on their journey, including 160 General Practitioners, 69 Practice Nurses and 131 Administrative staff.

In March 2021, we held the inaugural PCMH Networking Event that hosted over 80 general practice delegates across the region. The evening brought learnings and insights from experienced PCMH practices and the successes and challenges from those new to the endeavour.

WentWest and our partners remain committed to facilitating practices and the PCMH vision through a wide variety of resources, support and education opportunities.

Below - More than 80 delegates attending the inaugural PCMH Networking Event.



PCMH Statistics

16
NEW WESTERN SYDNEY PRACTICES JOINED PCMH JOURNEY

360
GPS, PRACTICE NURSES AND ADMINISTRATIVE STAFF ON PCMH JOURNEY

155
ATTENDED PCMH SPECIFIC EVENTS



HEALTH PATHWAYS

HealthPathways is an online clinician decision support tool developed and maintained in partnership between Western Sydney Primary Health Network (WSPHN), Western Sydney Local Health District (WSLHD), and the Sydney Children's Hospitals Network (SCHN).

HealthPathways continues to provide frontline health workers with trusted, precise, and up-to-date guidance on the assessment, management and appropriate referrals for a range of conditions.

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.

In the last year, the HealthPathways site has received more than 137,572 pageviews from over 570 pathways. In collaboration with local GPs, nurses and medical experts from the WSLHD and SCHN, the team have developed 42 new pathways across 15 categories of care.

HealthPathways Statistics

570
TOTAL NUMBER OF PATHWAYS



5,183
NUMBER OF HEALTHPATHWAYS USERS



137,572
NUMBER OF PAGEVIEWS OF HEALTHPATHWAYS



COVID-19 Pathways Statistics

6,523
NUMBER OF PAGEVIEWS OF COVID-19 PATHWAYS

956
NUMBER OF PAGEVIEWS OF COVID-19 INITIAL ASSESSMENT & MANAGEMENT

646
NUMBER OF PAGEVIEWS OF COVID-19 VACCINATION INFORMATION

856
NUMBER OF PAGE VIEWS OF COVID-19 INFORMATION

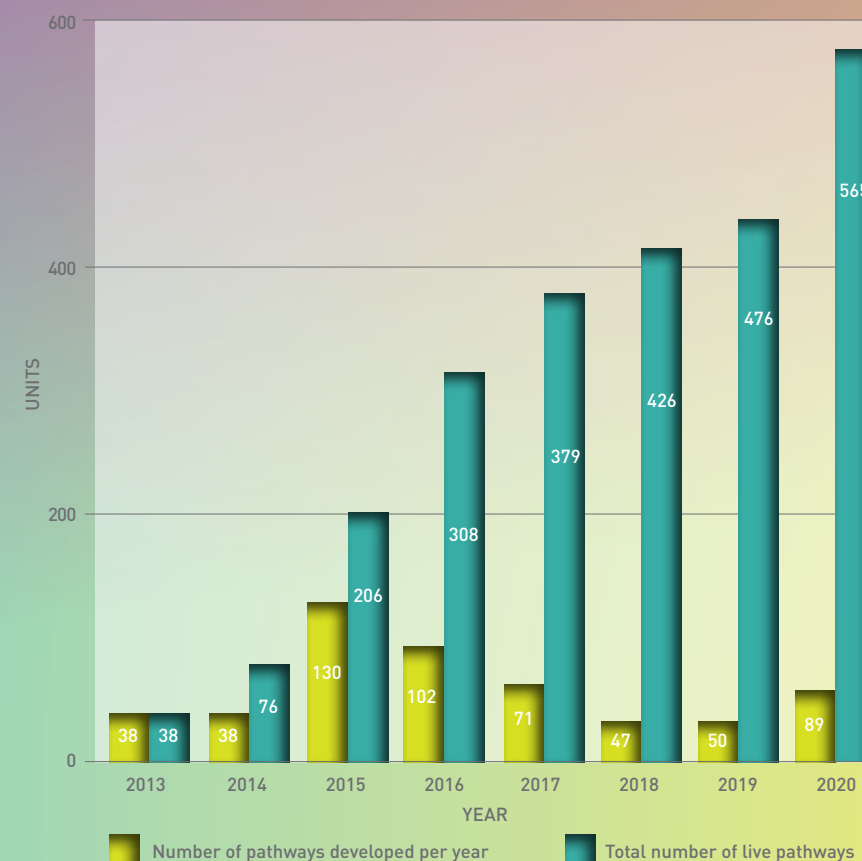
OTHER Pathways Statistics

849
PAGEVIEWS OF ANTENATAL FIRST CONSULT

577
PAGEVIEWS OF SCREENING AND DIAGNOSIS OF DIABETES



WESTERN SYDNEY HEALTHPATHWAYS NUMBER OF NEW PATHWAYS PUBLISHED EACH YEAR + INCREMENTAL TOTAL OF PUBLISHED PATHWAYS



WENTWEST SNAPSHOT

1.08M

WESTERN SYDNEY
POPULATION



66%

WOMEN IN SENIOR
MANAGEMENT
ROLES



348

EVENTS HELD AT
WENTWEST



\$29.3M

SPENT ON
COMMISSIONED
SERVICES AND
GRANTS



551*

DIABETES PATIENTS
REACHED THROUGH
DIABETES CASE
CONFERENCING



7,241

CLIENTS REFERRED
INTO PRIMARY
MENTAL HEALTH
CARE SERVICES



553

NUMBER OF
PRACTICE NURSES
IN WESTERN
SYDNEY



\$18.7M

SPENT ON MENTAL
HEALTH SERVICES



3,520

CHILDREN
IMMUNISED
THROUGH
IMMUNISATION BIKE
COMPETITION



162

REGISTRARS IN
GENERAL PRACTICE



127*

GPS ATTENDED
ONGOING
EDUCATION



\$3.4M

SPENT ON
ALCOHOL AND
OTHER DRUG
SERVICES



304*

COMPUTERISED
PRACTICES



130,333

TOTAL PATIENT
RECORDS LINKED
THROUGH LUMOS



255

ACCREDITED
PRACTICES TO
RACGP STANDARDS



36%

GROWTH OF
WENTWEST SOCIAL
MEDIA (LINKEDIN)



4935

GP HELPDESK
CALLS



352

NUMBER OF
GENERAL
PRACTICES IN
WESTERN SYDNEY



42

NEW
HEALTHPATHWAYS
LOCALISED AND
PUBLISHED



4,825

PRACTICE
SUPPORT VISITS
TO GP PRACTICES



* Impacted by COVID-19

STAKEHOLDER ENGAGEMENT

With one of the most diverse communities in Australia, engagement with consumers, community groups, health professionals and industry bodies within Western Sydney is a critical element to deliver on our Strategic Plan and Quadruple Aim.

In 2020, WentWest invested in a dedicated Stakeholder Engagement Team. The team aims to engage with stakeholders across our region, providing dedicated support to our Clinical and Consumer Advisory Councils and strategic direction of stakeholder activities.

WentWest undertakes extensive consultations with service providers, peak bodies, consumers, and community leaders to discuss and determine the real and perceived health needs of the Western Sydney Community. These consultations involve community leaders for vulnerable and minority populations, including Aboriginal and Torres Strait Islander communities and culturally and linguistically diverse (CALD) communities.

In 2021 an updated Stakeholder Engagement Framework and toolkit will be published. The framework will focus on key priority areas:

- **Addressing gaps and equality.** Working to ensure the people of Western Sydney are not marginalised and excluded from accessing health services.
- **Building partnerships and networks.** Collaborating with the community and stakeholders to break down the fragmented nature of health and social care, aiming to deliver 'one Western Sydney health system' that is value-based and person-centred.
- **Research and data.** Reimagining how primary, community, acute and social care is delivered using research and data to back up our strategies.

- **Capacity building and engagement infrastructure.** Striving to do better through training, providing toolkits and resources, keeping up-to-date records, and promoting health to our community.

CLINICAL AND CONSUMER ADVISORY COUNCILS

The Clinical Council and Consumer Advisory Council are instrumental in guiding consumer and community engagement. The Stakeholder Engagement team is working to evaluate and improve the processes and systems of both Councils through individual consultations and group workshops.

Membership representation of both Councils is aligned with the findings of the Needs Assessment, WentWest's Strategic Plan, the Stakeholder

Engagement Framework, and the diverse population demographics of Western Sydney. Next year, we will focus on capacity building by introducing Associate members to our Councils and a Lived Experience and Peer Workers register.

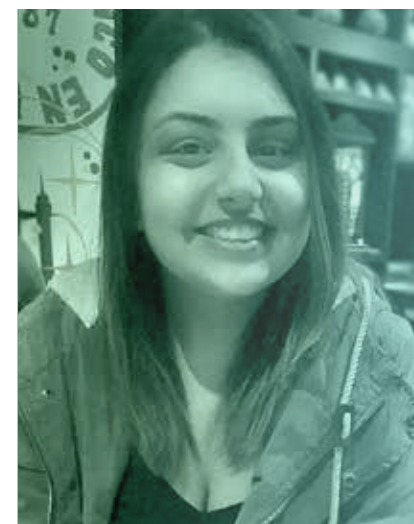
Fabian Galbraith

Fabian, a member since March 2018, lives in Merrylands and has recently completed the AOD Health Consumer training. He has also completed Cert 4 in AOD Counselling, Cert 3 in Aged Care, and Cert 3 in Working with People with Disabilities. Fabian has lived experience and has been a consumer representative at Cumberland Hospital. He has a large network of friends and a particular interest in aged care, Dementia, drug and alcohol and health education.

"I most enjoy giving people a voice when they may not know how or when to speak up about their health or a loved one's health. I love that I can meet people who are passionate about change in the health system, and I feel like I'm giving back to my community".



Fabian Galbraith



Veronica Sheanoda

Veronica Sheanoda

Veronica lives in Beaumont Hills and is currently working as a Lived Experience Research Assistant with the Black Dog Institute. She has worked at headspace as a Youth and Family Participation Coordinator with extensive experience in consumer and youth empowerment, community engagement, and youth participation training. Her current focus is on increasing diversity and inclusion in psychology research. She has also previously worked closely with the Centre for Research Excellence based at Western Sydney University. Veronica is currently undertaking a PhD in Psychology at Macquarie University and has a strong interest in mental health, gender and sexual diversity, and CALD wellbeing.

"I've lived in Western Sydney for almost my whole life, and I know what a vibrant, exciting, and strong community it is. My role as a Consumer Representative is to amplify my community's voice and make sure that the care of the consumer is always front and centre. Trying to represent the views of such a diverse community is a challenge. On my journey, I've learned there's a lot more that connects us than divides us. A lot of our challenges overlap, and likewise, many of our strengths are similar. The thing I find most exciting about my role is discovering those shared strengths and challenges and continuing to learn more about this amazing community. As a young woman of colour, I grew up feeling like my voice didn't matter and that many decisions were out of my control. Being a consumer rep gives control back into the hands of the community and gives me a say over how health services can better support the people of Western Sydney."

COMMUNITYHQ

Our dedicated community-facing engagement platform deepens our understanding of the Western Sydney community and increases public participation in health care initiatives. The platform allows us to listen, build long-term solutions to complex issues, and demonstrate the value of inclusivity. CommunityHQ also provides shared tools enabling service providers to showcase their services and seek feedback. We have taken significant steps to increase the platform's membership and engagement through community partners such as the WSLHD and the George Institute. A monthly e-newsletter raises awareness of current issues and available resources.

CONSUMERS AND COMMUNITY

WentWest's Stakeholder Engagement Team is active at Cumberland, Mount Druitt, Blacktown and Westmead Hospital and Community Leaders Forums. These forums are open to all communities and consumers. They are a means of sharing information on current health and social issues. These issues are collated in an 'issues register' and referred to when prioritising stakeholder engagement activities.

CLIENT RELATIONSHIP MANAGEMENT

WentWest Stakeholder Engagement now has access to a dedicated Client Relationship Management (CRM) platform. Extensive stakeholder mapping has been conducted, providing a visual representation of which WentWest stakeholders influence the health outcomes of Western Sydney and how they are connected. This mapping is essential, particularly when projects involve many stakeholders. This system will help in better managing the expectations of our stakeholders and will also help WentWest gain invaluable insights into our community.





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

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

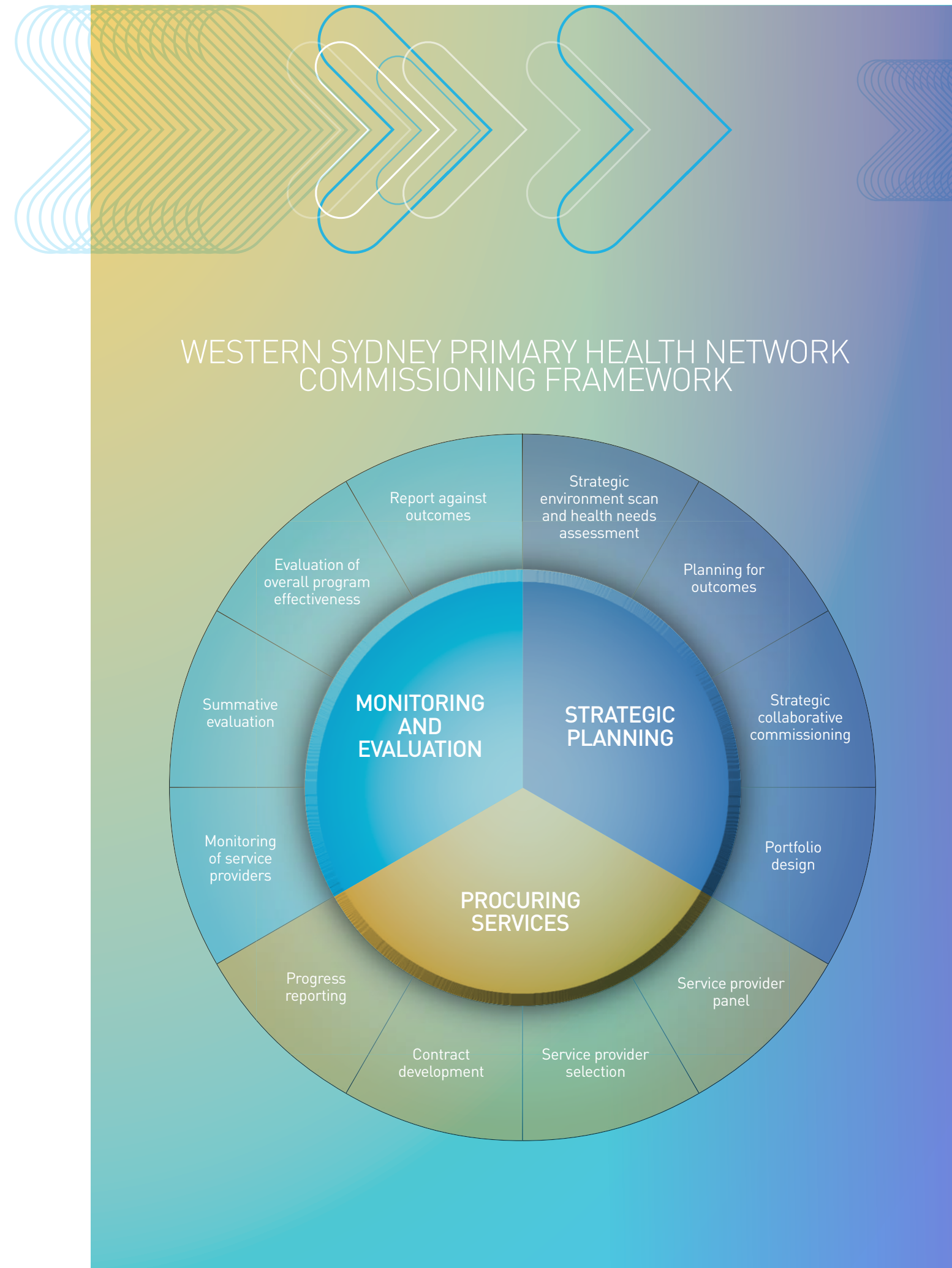
COMMISSIONING & FINANCE MANUAL

Launched in 2020, the WentWest Commissioning & Finance Manual drives the day-to-day activities of staff working with our stakeholders and service providers, bringing to life the intentions established in the strategic-level Commissioning Framework. The Manual is a how-to guide and covers every stage of the commissioning cycle, from needs assessments, to developing and implementing health services, based on a rigorous process of planning, procurement, monitoring, evaluation, commissioning, and occasionally, decommissioning services if necessary. Hyperlinks in the Manual navigate staff to relevant procedures, forms, templates, reports, and guidance documents. The

Manual is a living document, reviewed quarterly to ensure it adapts to the needs of a maturing organisation, our service providers, and the legislative environment in which we operate.

A new evaluation model has grown from the Manual, which reframes expectations towards outcome-based delivery and reporting. This is an evolving, agile process, shifting from outputs to align with community outcomes measured across portfolios in collaborative, consistent ways.

The Commissioning & Finance Manual has improved processes, productivity and accountability, allowing agile and adaptive collaboration across teams, resulting in substantial, outcome-driven services which drive better patient outcomes.



WESTERN SYDNEY CARE COLLECTIVE



Western Sydney Care Collective is an innovative partnership between WentWest (WSPHN) and Western Sydney Local Health District (WSLHD) designed to enable and support delivery of value-based health care within Western Sydney.

Initially launched as Western Sydney Collaborative Commissioning, the initiative was rebranded this year to Western Sydney Care Collective to tailor the needs of the project to the Western Sydney community.

Western Sydney Care Collective 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.

Resources are pooled to deliver the vision of 'one Western Sydney health care system'. Service gaps are collaboratively commissioned through our strategic commissioning function and WSLHD resources are realigned to support a whole of system approach to health care delivery. Through integrated governance, delegations, shared culture, information sharing, community engagement and communications, WSLHD and WSPHN can overcome previous organisational barriers to work together and focus on the patient, family and carers who need the right care, in the right place, at the right time.



Western Sydney Care Collective aims to transform how we approach health care, starting with two innovative pathways, Value Based Urgent Care (VBUC) and Cardiology in Community (CIC).

Through these new approaches, we have also been able to establish an additional pathway, Rapid Access to Care in the Community, which aims to prevent the need for hospital admissions by providing access to health services. This includes the management of COVID-19 positive patients with low risk of hospitalisation. This care is available for patients in residential aged care facilities, and also those who are currently being treated by their local GP.

We established a Toolkit for General Practices to support them as they manage their COVID-19 patients, with clear processes allowing effective communication and transfer of information between WSLHD and primary care services.

Through the Rapid Access to Care in the Community model we were able to expedite coordinated, comprehensive care in the community for 12 confirmed COVID-19 positive patients during the December 2020 Berala COVID-19 cluster.

Left - Graeme Loy and Ray Messom meeting to discuss Western Sydney Care Collective.

COLLABORATION

The Care Collective team.



VALUE BASED URGENT CARE

The objective of VBUC is to reduce the number of non-urgent presentations to Western Sydney Emergency Departments (ED) by providing access to urgent care services (UCSs) via a Central Intake Line.

People who present to EDs with a condition that requires treatment (triage category 4 and 5), but don't require Emergency Department treatment can receive the same level of patient-centered, cost-effective care by attending a UCS instead of an ED.

Urgent care services relate to both the infrastructure used to deliver services (i.e. general practices), and related and connected services that are provided to urgent care patients through the health care neighbourhood. We have begun engaging with several Patient Centred Medical Home (PCMH) practices across Western Sydney, with the first few UCS sites anticipated to begin testing elements of the program in late 2021.

The commissioning process for a mobile diagnostic provider has commenced. This provider will service general practices, residential aged care facilities (RACFs), and Hospital in the Home (HiTH) to appropriately screen patients in their place of residence as an alternative to sending them to the local ED.

CARDIOLOGY IN COMMUNITY

CIC has been designed against the patient's care continuum and defines an enhanced and optimised approach to cardiology management in the community with access to, and support from general practice and the broader health care neighbourhood.

CIC focusses on early intervention through participation and screening to improve identification of people who are at risk of Atrial Fibrillation (AF), in turn supporting optimised delivery of ongoing cardiology management in a primary care setting through:

- Tailored referral pathways
 - Enhanced monitoring of patients diagnosed with AF (eg. remote monitoring tools)
 - Integrated shared care planning (eg. CareMonitor)
 - Digital enablers
 - Improved coordination of care within the primary care setting and across primary and acute care settings – with a particular focus on Rapid Access and Stabilisation Services (RASS)
- CIC also focuses on connecting patients back to the primary care setting, particularly after discharge from acute services through:
- Enhanced discharge planning and increased support post-discharge
 - Transition from RASS back to primary care for ongoing management

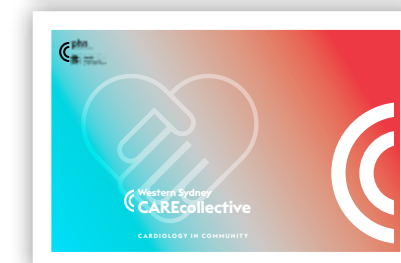
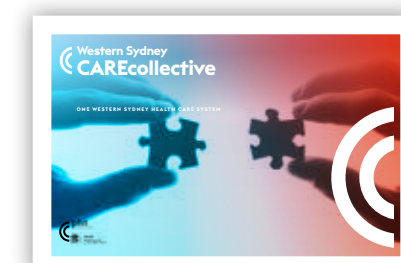
We have begun rolling out program testing of Cardiology in Community within a number of PCMH practices across Western Sydney, with a vision of expanding this further in 2022.

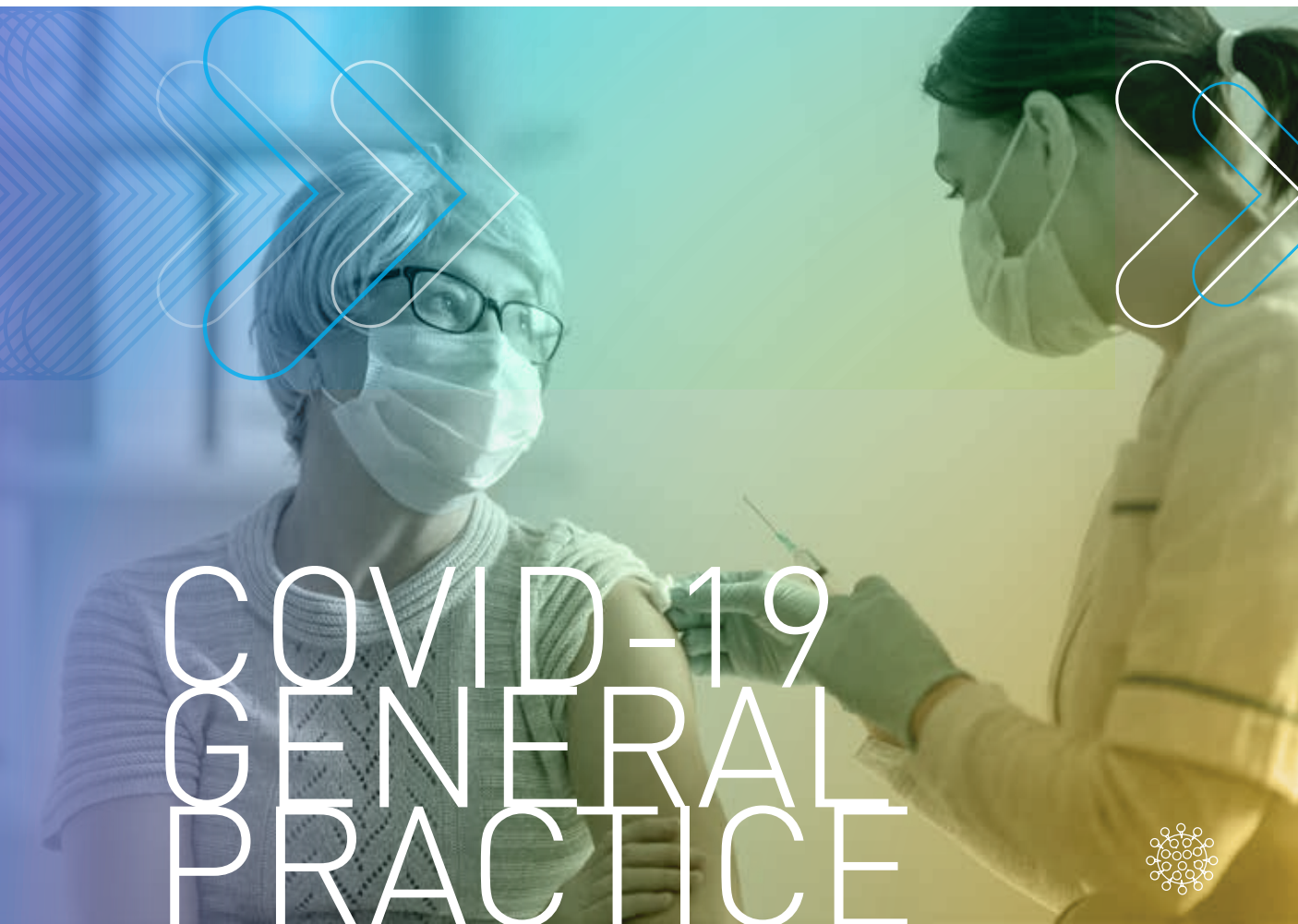
ACHIEVEMENTS

The following implementations during 2021 support the rollout of CIC and VBUC:

- Expanded from seven to 24 PCMH practices across Western Sydney
- Implemented the shared care platform, CareMonitor, in all 24 PCMH practices
- Established GoShare patient bundles for VBUC and CIC to allow GPs to share tailored educational resources with patients to increase health literacy and enhance patient awareness and engagement
- Reviewed, updated and developed VBUC and CIC specific pathways within HealthPathways

Visit westernsydneycarecollective.com.au for more information.





COVID-19 GENERAL PRACTICE

As the COVID-19 pandemic remains a global health crisis, WentWest continues to provide support to health care professionals, piloting a new model of care in the community and adapting to change as the pandemic evolves.

CARE IN THE COMMUNITY

A new model of primary health care played a fundamental role in enabling a rapid response to a COVID-19 cluster outbreak in Berala in Western Sydney in December 2020. A joint initiative between WentWest, the Western Sydney Primary Health Network, and the Western Sydney Local Health District (WSLHD), this case set a precedent for future home-based, patient care as part of 'one Western Sydney care system'.

Rapid Access to Care in the Community, a collaborative, community-based care pathway proved successful in managing 12 of the positive COVID-19 cases. Patients who did not have a regular GP were triaged through the hospital and connected to two of four local general practices contracted as part of the pilot. Well Health Merrylands, Hills Family General Practice, Lejeune Family Medical Practice and Riverstone Family Medical Practice provided patients with coordinated, comprehensive care from the comfort of their own homes, easing the challenges associated with enforced home isolation.

The initiative brought hospital and general practice teams together to work as one collective for the betterment of patients and, specifically, the management of mild to moderate cases of COVID-19. Patients were carefully monitored, with a risk threshold determined if a patient had to be referred to a hospital setting.

GENERAL PRACTICE SUPPORT

Protecting our frontline health workers remains one of our highest priorities. The Practice Development Team (PDT) continues to coordinate the distribution of personal protective equipment (PPE) from the Department of Health for distribution to general practices, allied health professionals and pharmacies.

The PDT also paused some of their regular work to focus solely on supporting practices with daily COVID-19 check-ins. The check-ins offered support around the implementation of Telehealth, e-prescriptions, My Health Record viewing COVID-19 immunisations, checking on the

wellbeing of practice staff and offering access to our Employee Assistance Program. PDT also ensured practices received our communications, provided referral pathways regarding COVID-19 positive patients and supported COVID-19 positive practices.

The HealthPathways COVID-19 Response Package continues to be a reliable resource for health professionals, with the HealthPathways team regularly updating the 13 COVID-19 pathways to reflect any changes and include localised advice when available. The COVID-19 Ongoing Assessment and Management pathway and the COVID-19 Vaccine-induced Thrombosis with Thrombocytopenia Syndrome (TTS) pathways have been a great source of guidance for GPs.

The Marketing and Communications Team deliver critical communications providing the latest COVID-19 information to over 1,100 health care professionals via email communications, website pages and SMS messages. 109 General Practice



A GLOBAL CRISIS CONTINUES

Our agile nature means we adapt as the pandemic evolves.

Update newsletters were distributed between July and June with an average open rate of 38%. Our COVID-19 related webpages and news articles received more than 100,840 pageviews.

COVID-19 Statistics

100,840
WEBSITE PAGEVIEWS
FOR COVID-19
INFORMATION



6,523
PAGEVIEWS OF COVID-19
HEALTHPATHWAYS



109
GENERAL PRACTICE
UPDATE NEWSLETTERS
DISTRIBUTED



\$250K+
MASKS DISTRIBUTED



VACCINATION

General practices were critical in achieving the Commonwealths vaccination goals. We facilitated and supported over 265 general practices for the rollout of COVID-19 vaccines across Western Sydney. Many practices in our region set up dedicated vaccine clinics, and continually adapted their clinics to respond to the needs of their patients. Rosedale Medical Practice in West Pennant Hills launched its COVID-19 vaccine clinic on 22 March 2021 and provided close to 80 vaccinations on the first day.

To support GPs navigating the vaccination rollout, a dedicated COVID-19 Vaccination webpage and vaccination hubs page provided critical information and resources for health professionals and the community.

Right - Practice Manager and Director, Gurleen Saini, Rosedale Medical Practice, WentWest Director of Primary Care Transformation and Integration, Jane Assange and CEO, Ray Messom, with Dr Jaspreet Rosedale Medical Practice in West Pennant Hills for the launch of their COVID-19 vaccine clinic.

COVID-19 Vaccination Statistics

28,558
COVID-19
VACCINATION
WEBSITE PAGEVIEWS



8
COVID-19
VACCINATION
WEBINARS



COVID-19 RACFs

WentWest, the Western Sydney Primary Health Network, supported the Department of Health's (DoH) National COVID-19 vaccine rollout strategy through residential aged care facilities (RACFs) across Western Sydney.

COVID-19 created many challenges for our community, particularly our most vulnerable. The immediate focus for Australia's COVID-19 vaccination rollout was for priority populations, including RACF residents and staff. Our designated RACF team coordinated and supported 64 facilities across Western Sydney to confirm vaccination details, coordinate patient consent management and prepare their facilities for the rollout in record time.

We worked closely with Western Sydney Local Health District (WSLHD) to coordinate priority vaccinations for RACF staff at dedicated Pfizer pop-up

clinics across Western Sydney.

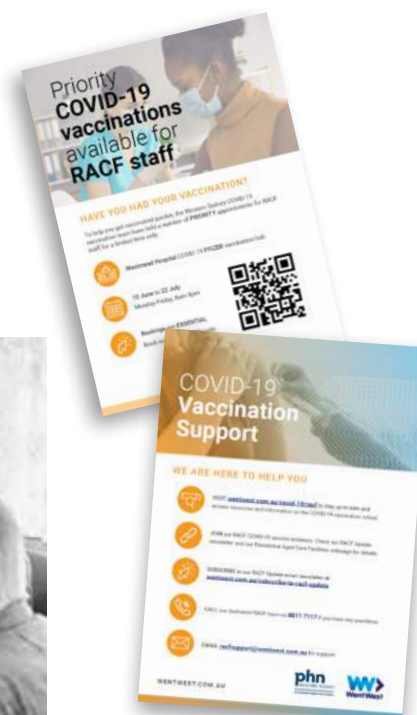
To support RACF staff, a range of posters and postcards were created, along with a dedicated webpage and a fortnightly newsletter. The webpage received an average of 60 pageviews per month and an email average open rate of 38%.

We also assisted disability homes by liaising with facilities, service managers and the DoH in organising in-reach clinics and vaccination of their staff.

We continue to support GPs and RACFs across Western Sydney as the COVID-19 vaccine rollout continues.

COVID-19 RACFs Statistics

52,000+
RACF STAFF
& RESIDENTS
VACCINATED IN
WESTERN SYDNEY



STRATEGIC PROJECTS



As a PHN we are tasked with achieving two key objectives: improving health outcomes, and improving coordination of care for the Western Sydney community. The Needs Assessment is the first stage of our strategic planning cycle, and provides data driven insights to inform and develop a roadmap for achieving our PHN objectives.

NEEDS ASSESSMENT

The Needs Assessment process is carried out every three years by PHNs across Australia to ensure the health and service needs of our region are validated and captured.

The process involves:

- Identifying health needs through the lens of the seven priorities and population groups by assessing quantitative and qualitative data sources both internally and externally. This includes community consultation in our region with key individuals and those who have lived experiences.
 - Identifying service needs through service mapping across the Western Sydney region, based on the health needs of the community.
 - Prioritising and shortlisting options we can address as a PHN.
- Workshops with key WentWest staff who work with communities in the field.
 - Interviews with commissioned service providers who work directly with communities in Western Sydney.
 - Engagement with Clinical and Consumer Councils.
 - Interviews with all four Local Government Area (LGA) Councils within Western Sydney.
 - Workshops with individuals living or working within the Western Sydney region, through our internal and LGA contacts.
 - Individual interviews with hard-to-reach groups, such as youths and CALD communities.

This year we have ensured community consultation across various channels to capture the health needs of our region including:

Needs Assessment Community Consultation Statistics

10
WORKSHOPS



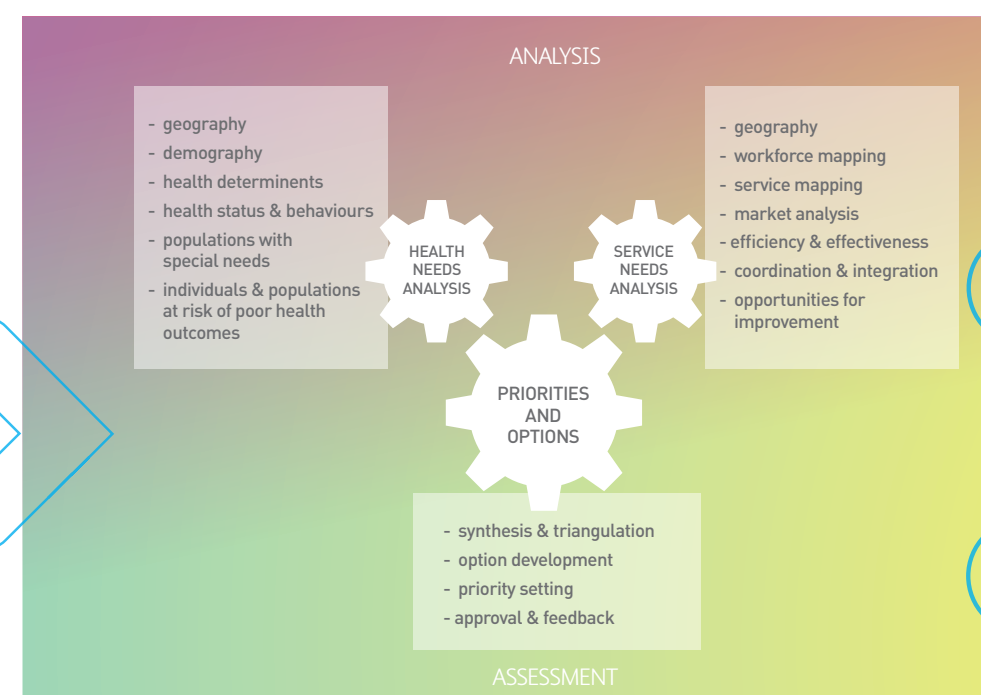
18
INTERVIEWS



75
RESPONSES
TO A SURVEY



100+
ATTENDEES FROM
THE WESTERN SYDNEY
REGION ACROSS ALL
WORKSHOPS AND
INTERVIEWS



PEOPLE & CULTURE



Despite the ever-shifting landscape of the health sector and the challenges faced from the ongoing COVID-19 pandemic, 2020/21 has seen WentWest staff continue to rise to the occasion. Our staff are united by WentWest's Quadruple Aim focused on patient experience of care, quality and population health, sustainable cost, and improved provider satisfaction. WentWest's purpose is attained through the dedication of our teams, who are a testament to the organisation's core values of respect, excellence, leadership, equity, and creativity.

RESPECT

Building a Culture of Respect

At WentWest we are incredibly proud of the diversity of our staff and the culture of fairness and respect we have built. This was reflected in this year's culture survey, in which 94% of staff have a strong sense of being treated with respect within the organisation. 98% of staff believe that WentWest is a culturally inclusive employer and provides a culturally safe workplace for those from diverse cultural backgrounds.

EXCELLENCE

Excellence in People and Culture, Wellbeing and Flexibility

This year, WentWest won the Silver 2021 Excellence Award for our Workplace Flexibility Program by the Australian HR Awards, recognising exemplary HR teams, leaders, programs and initiatives across Australia. Establishing ourselves as role models in this field, the launch of the innovative WentWest Wellbeing and Flexibility Program has improved service delivery by increasing employee

engagement. The flexibility framework has enabled us to attract and retain a diverse and high-performing workforce throughout the pandemic and created a work environment based on performance, mutual achievement and trust. Empowering our teams to work across multiple locations has increased productivity and the ability to meet the needs of clients and stakeholders.

Our wellbeing initiative provides staff with holistic wellbeing knowledge and practices to support their health and wellbeing. It has allowed positive culture and a sense of community to flourish across the organisation. A dedicated Wellbeing Committee, Positive Edge, has also been established to communicate, motivate and support staff wellbeing.

LEADERSHIP

Leadership sits at the centre of WentWest's success and requires inspiring action in line with our vision. This means motivating staff to work together and strive for more in their work, and encouraging system stakeholders to invest in providing higher quality health care.

Office Move

This year saw us make a bold move in securing sustainable workspaces for our

staff as we position ourselves amongst other health leaders in Western Sydney. Over the next two years, our workforce will relocate to two new offices, whilst continuing the option to work flexibly at home. This decision reflects our growth as an organisation as we spread our roots across two local government areas (LGAs), bringing us closer to our stakeholders and community. Taking a hub and spoke model, WentWest's principal office will be located in Westmead's Innovation Quarter (iQ), with a secondary satellite office in Blacktown's International Centre of Training and Excellence (ICTE).

Moving to new offices provides us with the opportunity to co-locate with similar health organisations and partners, improve our environmental impact, build spaces that are tailor-made to our needs and empower our employees to lead the way in the health sector.

EQUITY

Reconciliation Action Plan

WentWest has a strong history of collaborating with Aboriginal and Torres Strait Islander communities in Western Sydney. Steven Adams, a proud Kamilaroi Man and our Aboriginal Board Member, has supported our Reconciliation Action Plan (RAP) Working Group as we expanded our work this year. He believes the RAP has been essential in sharing the message of reconciliation with our WentWest family and Western Sydney community. With COVID-19 restrictions in place, Reconciliation Week events were reinvented to ensure the safety of our staff and community whilst endeavouring to maximise participation.



BUILDING A CULTURE

Respect within the organisation provides a culturally safe workplace for our diverse staff.

Online staff events were developed, and there has been positive engagement with Aboriginal and Torres Strait Islander heritage and culture. 100% of staff state that WentWest employees are supportive of colleagues that identify as Aboriginal and Torres Strait Islander. Aboriginal and Torres Strait Islander businesses have also supported RAP activities through catering, artwork and language services.

Equal Learning and Development Opportunities

At WentWest, we aim to ensure that all our staff have equal learning and development (L&D) opportunities to help them achieve their career goals. This year we invested 9% of total salaries on L&D. WentWest offers a range of L&D options across the organisation, including support to complete further education courses, secondments across teams, mentorship opportunities, and student placements across the organisation.

In line with our Aboriginal and Torres Strait Islander Employment policy, we aim to create a workplace culture that is respectful, welcoming, and encourages outcomes that create Aboriginal employment opportunities that make a real difference within the Western Sydney region. This year marks the fourth year of our Aboriginal trainee program, which aims to provide trainees with diverse work experiences across our organisation supported by formal training opportunities.

CREATIVITY

Innovation and Engagement Collective

Born from strategic planning meetings

and staff feedback, this year saw the creation of the WentWest Innovation and Engagement Collective (IEC), designed to boost employee engagement and collaboration. Comprised of selected leaders from across the organisation, the IEC aims to shape and lead positive change, engage with and empower internal stakeholders, and encourage innovative work solutions.

People & Culture Statistics

96%
PARTICIPATION RATE IN
OUR ANNUAL SURVEY



91%
OF RESPONDENTS
THINK WENTWEST IS A
"TRULY GREAT PLACE
TO WORK"



94%
OF STAFF HAVE A
STRONG SENSE OF
BEING VALUED BY
OTHERS



95%
OF STAFF STATE THAT
THE WORK THEY DO
IS MEANINGFUL AND
SOMETHING THEY ARE
PROUD OF



Above - Our People & Culture team.

CAREER SPOTLIGHT

COVID-19 has proven more than ever, the resilience and dedication of our staff. Celebrating individual and team successes are a regular feature of our staff meetings and internal communications, and we aim to ensure that every employee feels recognised. This year, we were astounded by the number of nominations for our Employee Spotlight Series, so three staff members were selected for their exceptional contributions to WentWest.

GOLD AWARD

Wendy Modernell

An Inspiring Example of Working Collaboratively

Wendy Modernell has been with WentWest for nine years. Starting as a part-time Office Manager, Wendy has transitioned across teams and

roles, gaining experience as a Senior Administrator, shifting into a Quality Coordinator role, before progressing to the Quality Improvement Project Manager position that she currently holds. Over the years, Wendy has contributed to the success of the flexible working and wellbeing initiatives, led the Innovation and Engagement Collective in developing staff engagement initiatives, and contributed to the

successful recertification to ISO 9001 Quality Management System standard. After completing the NEXTgen program in 2020, Wendy was selected to sit on the Quality Standards Committee with Standards Australia. Wendy looks forward to putting this knowledge into practice as WentWest prepares for ISO 27001 Information Security Management System standard certification.

'A HIGHLIGHT FOR ME IS THE MANY OPPORTUNITIES THAT PRESENT THEMSELVES FOR PROFESSIONAL GROWTH WITHIN OUR ORGANISATION. THE ROLE I HAVE NOW BRINGS TOGETHER MY THREE PASSIONS; QUALITY IMPROVEMENT, PEOPLE MANAGEMENT AND PROJECT MANAGEMENT. MY CAREER AT WENTWEST HAS BEEN MADE POSSIBLE DUE TO THE AMAZING CULTURE CREATED BY THE SUPPORTIVE, PASSIONATE AND KNOWLEDGEABLE PEOPLE THAT I HAVE THE HONOUR OF CALLING MY COLLEAGUES.'



SILVER AWARD

Lisa Fyfe

Committed to Improving the Health and Wellbeing of us all

Lisa Fyfe has worked with WentWest for over twelve years, demonstrating an incredible work ethic and determination to improve employee wellbeing during that time. During her time at WentWest, Lisa has worked as Executive Assistant to the CEO, HR and Quality Coordinator, HR Generalist, and currently holds the position of P&C Advisor and Team Leader. She has progressed learning and development avenues, performance management, and recruitment across the organisation. Lisa is a role model for quality and compliance, directly contributing to the establishment of many HR systems and processes, and acting as a driving force for the flexible working and wellbeing initiatives. She has also achieved her Practising Certification in HR from the Australian Human Resource Institute and was certified by the National Certification Council as a HR Practitioner. This year, she directly contributed to WentWest being awarded the Australian HR Silver 2021 Excellence Award.

BRONZE AWARD

Cailean Scott

An Amazing Colleague and Instrumental Part of WentWest

Cailean Scott has been working with WentWest as an Assistant Accountant since 2012 and has recently been promoted to Financial Accountant. Over the past nine years, she has managed to balance her work life with raising a young family, and has achieved a Bachelors of Accounting and CPA. Some of her key projects include assisting with migrating accounting data to a new software program and implementing the SharePoint workflow system. Cailean's ability to work to tight deadlines, perform well under pressure, and navigate change with patience and resilience, make her an invaluable asset to her team and the organisation.



MARKETING COMMUNICATIONS & EVENTS



EXPANDING OUR COMMUNICATION

Harnessing a range of channels and a calendar of topical events.



The Marketing, Communications and Events team have continued to expand our internal communications and stakeholder deliverables through a range of communication channels and a calendar of events. On top of the launch of key collaborative projects such as the Western Sydney Care Collective, the team has continued to rise to the challenge of the COVID-19 pandemic by adapting and improving communications with stakeholders and evolving events processes to offer online solutions.

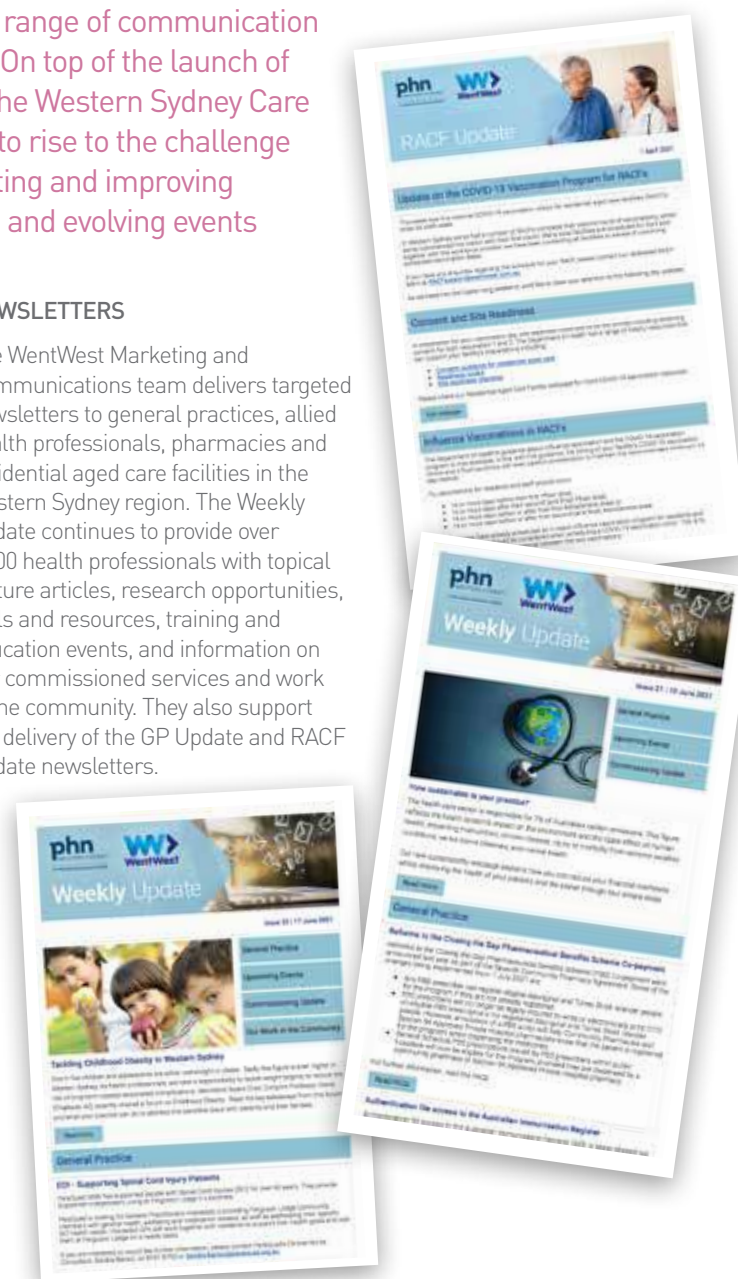
MARKETING & COMMUNICATIONS

WEBSITE

The WentWest website provides an accessible, user-friendly interface for community members and health professionals to learn and connect to primary care resources in our region. Our website received 222,715 pageviews in the past year. Users can easily navigate between commissioned services, strategy, partnerships, and COVID-19 information to gain updated insights into our region's health needs and priorities. The most viewed webpage, 'Testing Locations in Western Sydney', was viewed 56,472 times, with other COVID-19 pages showing similarly high view numbers.

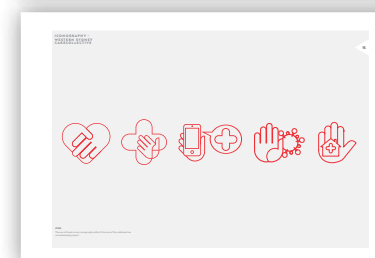
NEWSLETTERS

The WentWest Marketing and Communications team delivers targeted newsletters to general practices, allied health professionals, pharmacies and residential aged care facilities in the Western Sydney region. The Weekly Update continues to provide over 3,500 health professionals with topical feature articles, research opportunities, tools and resources, training and education events, and information on our commissioned services and work in the community. They also support the delivery of the GP Update and RACF Update newsletters.



WESTERN SYDNEY CARE COLLECTIVE

Communications deliverables for the Western Sydney Care Collective are run collaboratively between WentWest and the Western Sydney Local Health District (WSLHD). To date, the WentWest Marketing and Communications team have supported the development of the brand name and brand elements, built a dedicated website, filmed video content, distributed internal communications, created GP and patient factsheets, and led communication plans and timelines.



INTERNAL COMMUNICATIONS STRATEGY

We rolled out an internal communications strategy to unify staff around shared organisational goals, improve peer collaboration, streamline workflows and increase engagement. Amidst the chaos of COVID-19 and the transition to flexible working, this has been invaluable. Utilising communication platforms such as Yammer and Microsoft Teams, along with traditional email newsletters and staff meetings, staff have stayed connected to peers and adapted to innovative forms of collaboration.

COVID-19 RESPONSE

Keeping health professionals and community members up-to-date with accurate, timely information on the COVID-19 response has been at the forefront of the team's objectives. Since July 2020, 109 GP Updates have been sent to our distribution list of 1,121 subscribers from general practices in our region, with links to webinars, resources and health alerts. This year also saw the launch of a tailored residential aged care facilities (RACF) newsletter to support the COVID-19 vaccination rollout.

The utilisation of SMS alerts provided urgent updates, and we continue to refresh our COVID-19 webpages and share new HealthPathways as a source of truth for primary care sector staff.

EVENTS

COVID-19 has changed the events landscape at WentWest, and the team adapted quickly to provide both online and COVID-safe face-to-face events. 348 events were held in the past year, attended by 2,647 stakeholders,

including 100 education workshops and 28 RACGP-accredited events. A series of GP COVID-19 webinars have provided a platform for primary care professionals to share COVID-19 resources, updates and experiences specific to the Western Sydney region supported by sector experts.

Marketing Communications & Events Statistics

222,715
WEBSITE VIEWS IN
THE PAST YEAR



167
EMAIL NEWSLETTERS
SENT



348
EVENTS



2,647
EVENT ATTENDEES



36%
LINKEDIN GROWTH



17.8%
FACEBOOK
FOLLOWERS GROWTH



QUALITY IT & FINANCE



Quality, IT and Finance are vital in enabling our staff to improve equitable access to quality primary care services at a sustainable cost.

QUALITY

A strong Quality Management System is integral to strengthening WentWest systems and activities, and building a mechanism for continuous improvement. This year, we successfully re-certified to the ISO 9001:2015 Quality Management System standard for another three years, bringing our years operating to the standard to fourteen years.

WentWest sees technology and data as game-changers for Western Sydney. Driven by the KEYS Network program, we are currently developing a digital Information Sharing Solution, supported by our partner Service Delivery Reform agencies, to link critical family data in real-time across the service system.

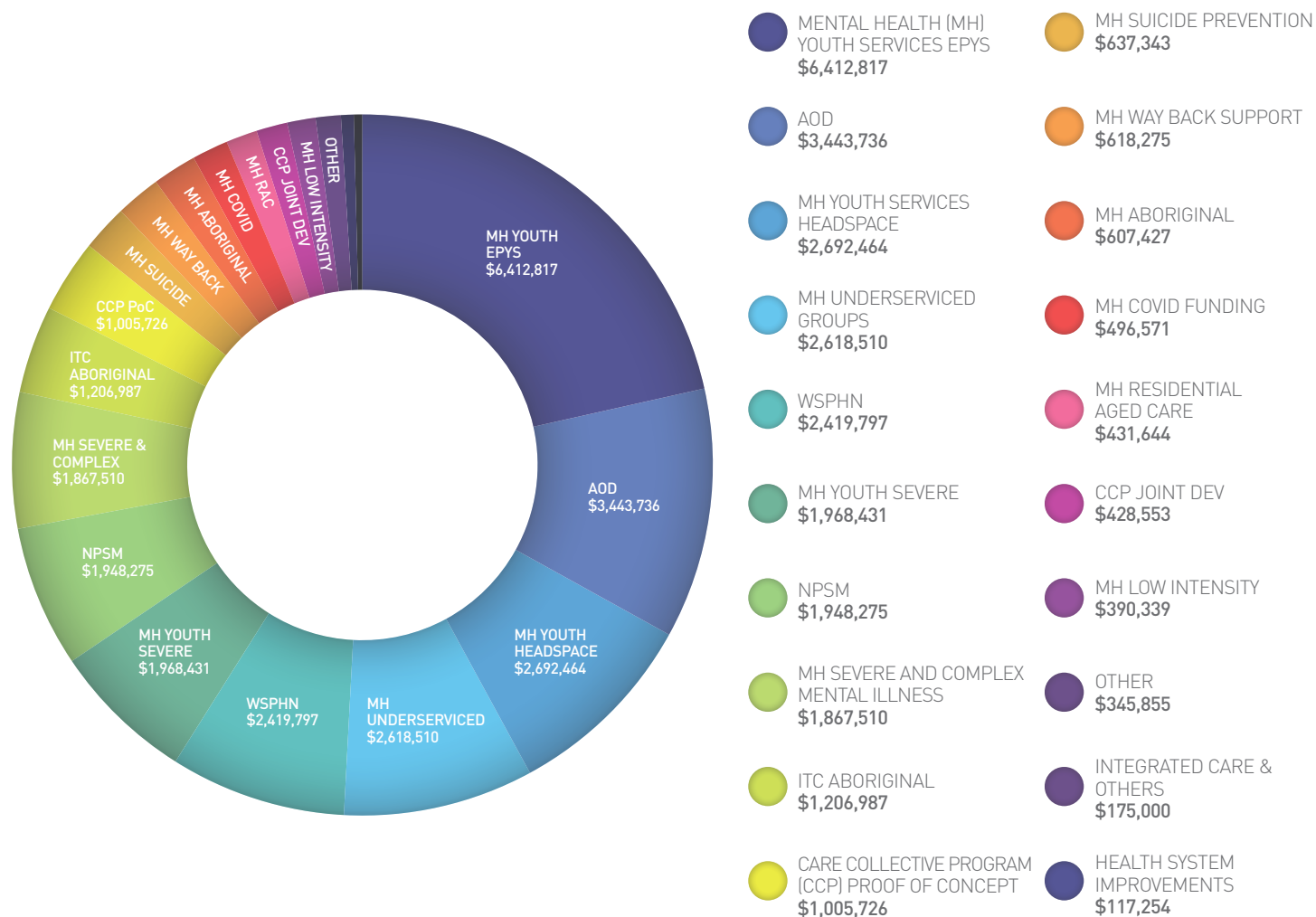
IT

When COVID-19 forced companies to send their employees home to work virtually, remote work had a big moment. With the implementation of technological elements and components, WentWest is much more adequately protected and streamlined. By embracing digital transformation technologies and supporting staff to adapt to remote methods of working, WentWest ensures its staff optimal workplace productivity, reliability, support and flexibility.

FINANCE

It has been over a year since the WentWest Finance team launched the SharePoint Purchase Request System. Leading the way for environmental sustainability, this new system enables invoices to be processed paper-free, with electronic approval processes enabled, and historical records stored securely online. This has greatly improved efficiency across the organisation as well as the audit process. Our external financial audit showed no non-compliance, no uncorrected misstatement, and no disclosure deficiencies.

WENTWEST (WSPHN) COMMISSIONED CONTRACTS AND GRANTS EOFY 2020-2021



WSPHN BOARD



CONJOINT PROFESSOR DIANA O'HALLORAN AO

Qualifications: MB BS, FRACGP, MHPed, FAICD

Experience and expertise: Diana's background is in general practice, medical education, strategic planning, policy development and health system redesign, with longstanding involvements in initiatives intended to build strong, integrated and equitable primary health care with quality general practice at its centre. Diana is a Conjoint Professor in the Department of General Practice, University of Western Sydney, and a current member of the RACGP's NSW&ACT Faculty Council. She has been a member of the Western Sydney Local Health District Board for the last ten years, is the immediate past Chair of the NSW&ACT PHN Council, and immediate past Co-Chair of the Agency for Clinical Innovation's General Practice Advisory Group. Diana is a past member of the RACGP, GPET and AMLA Boards, and the past Chair of the NSW General Practice Advisory Council.

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 Emeritus Professor of General Practice, Faculty of Medicine and Health, The University of Sydney, and Honorary Professorial Fellow at the George Institute for Global Health. 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, and currently chairs the Clinical Intervention Advisory Panel of NPS MedicineWise. Tim has a strong record in research and education. He has published over 200 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 the 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 appointments in public health in Australia and New Zealand, with a substantial track record in injury epidemiology. Currently, Anne-Marie works independently at the interface between research and policy, working with several health research centres and state/ territory health departments. Anne-Marie has led a number of important statewide and national endeavours, including the NSW Health Workforce Taskforce, the evaluation of the Chronic Disease Management Program in NSW and the Independent Review of Medical Intern Training for AHMAC. She is currently an advisor to the Ministry of Health on the development and implementation of major reform initiatives that are part of the value-based health care strategy, with a particular focus on Collaborative Commissioning. Anne-Mare is the Co-Chief investigator for the Ministry's Lumos Program which links data in primary and acute care across NSW. She is an adjunct professor at the University of Technology Sydney, where she contributes to research and student supervision.

Special responsibilities: Chair, Governance and Nominations Committee.



MS 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 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 currently CEO of the Australian College of Midwives. Caroline represents NSW on the Australian Professional Standards Councils and is a Member of the Professional Standards Committee of the Actuaries Institute.

Special responsibilities: Member, Finance, Audit and Risk Management Committee, 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, and 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 Homes 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 member of Finance, Audit and Risk Management Committees spanning multiple sectors including property, funds management, education, health, seniors living, government and not-for-profit. Alan is a Fellow of CPA Australia and the Australian Institute of Company Directors, was awarded a Member of the Order of Australia in 2009 and made an honorary Fellow of Western Sydney University in 2016.

Special responsibilities: Chair, Finance Audit & Risk Management Committee. Member of Governance and Nomination 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). Lindsay is the Project Director for Royal Far West's \$300 million redevelopment project at Manly, having recently retired from her 10-year role at RFW as CEO. She was previously CEO of Netball Australia, the Australian Physiotherapy Association (NSW) and the Asthma Foundation NSW. Prior to those appointments, she occupied key roles in the NSW Hospital Planning Authority (HOSPLAN) and the Australian Council on Healthcare Standards (ACHS). Lindsay's experience and skills include; corporate and clinical governance, strategy development, systems reform, organisational transformation, business development, communication and media, government relations and advocacy, fundraising, and risk management. Her original training was in physiotherapy, and her area of clinical speciality was spinal and neurological rehabilitation. Lindsay was made 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 strategist and a change agent, with extensive international consulting experience. He is the 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 and Executive 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.

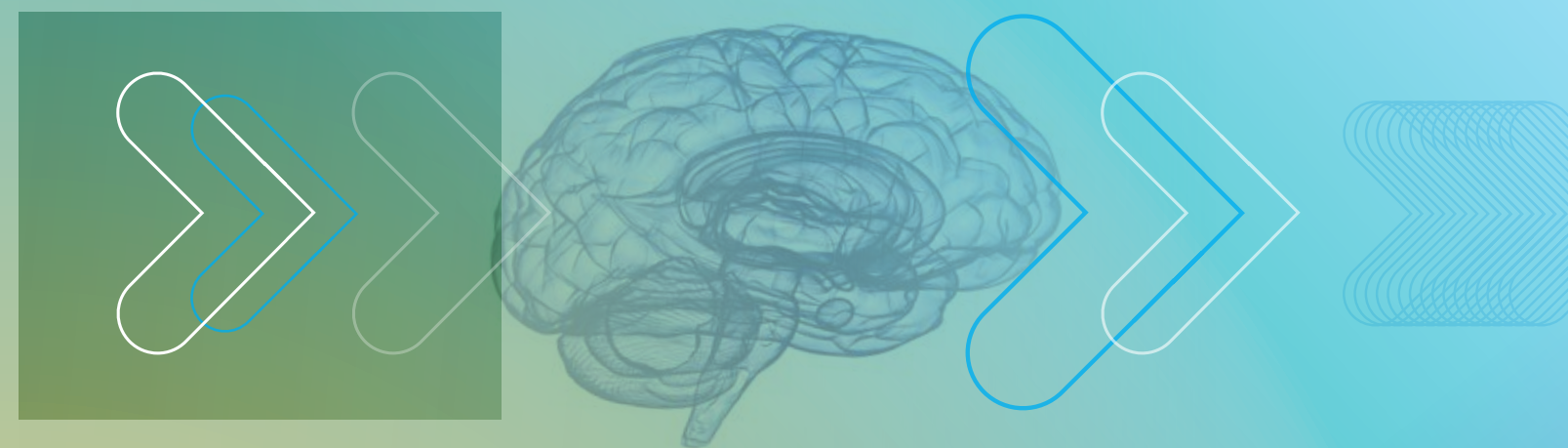


STEVEN ADAMS

Qualifications: FAICD

Experience and expertise: Steven is a senior professional with a background in engineering, construction, defence industry, vocational education, and 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 the engagement of all parties across these sectors. As he 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 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 current federal health reforms such as Closing The Gap, Primary Health Networks and e-health.

Special responsibilities: Member of Governance and Nominations Committee.



GOVERNANCE STRUCTURE

