

Louder than words

YEAR IN REVIEW | 2016-17

"What matters to me is a health care system that has the highest standards, affordable, accessible - one that can support my family whenever we need it."

Yani, Stanhope Gardens resident

phn
WESTERN SYDNEY

An Australian Government Initiative



Chair's Welcome

Welcome to the *2016-17 WentWest Year in Review*: a reflection on our organisation's many challenges and achievements throughout the past 12 months. This year we are delighted to share with you WentWest's continued evolution through a combination of both traditional and contemporary mediums, and for a deeper insight into our work, may I urge you to view our *2016-17 Louder than Words* video - available on the WentWest website.

2016-17 has been a time of consolidation as the many initiatives collaboratively developed and commissioned through our Western Sydney Primary Health Network (WSPHN) role began to flourish. Across the organisation there is an ever-present commitment to fulfil our vision, and in doing so, see improvements in patient access, experiences and health outcomes across the diverse western Sydney community.

As a Primary Health Network (PHN), WentWest continues to work closely with our long-standing partners to progress and strengthen primary health care. This brings together western Sydney's primary, acute and community sectors, enabling joint planning, clinical re-design and the emergence of innovative solutions to our region's complex health challenges.

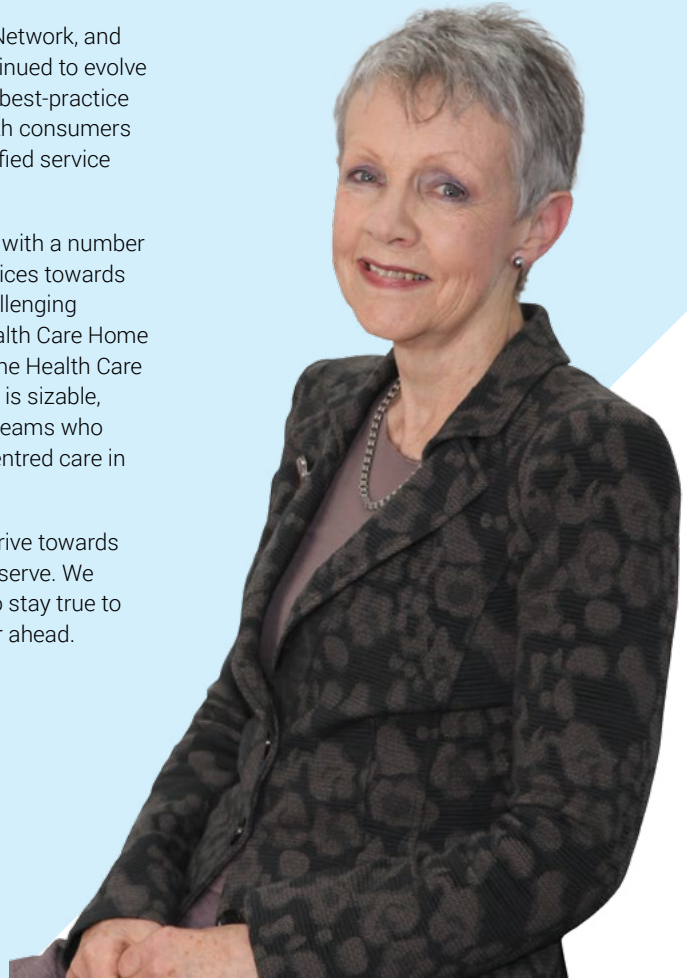
This year more than any other, the organisation has sought to embed the voice of consumers in all that we do. Central to this has been the establishment of the WSPHN Consumer Advisory Council: a platform for fundamental patient centred reform. Together with its counterpart, the WSPHN Clinical Council, these bodies offer strong and independent perspectives, and guide the organisation towards meaningful outcomes for the western Sydney community.

July 2017 heralded our second anniversary as a Primary Health Network, and with much groundwork already laid, our commissioning role continued to evolve across an expanding scope of work. Guided by a comprehensive best-practice framework, commissioning activities - frequently co-designed with consumers and key partners, respond via evidence-based strategies to identified service gaps in areas of community need.

Throughout the year, WentWest continued to work in partnership with a number of local general practice leaders who are transforming their practices towards a Patient Centred Medical Home model. Complementing this challenging initiative, 2016-17 also saw the Commonwealth announce its Health Care Home Stage 1 trial, in which western Sydney will play an integral part. The Health Care Home trial is not without its challenges, and while the task ahead is sizable, we congratulate the committed professionals and their practice teams who are taking on the challenge of improving the delivery of patient centred care in western Sydney.

Actions speak louder than words and so WentWest continues to drive towards effective, coordinated and integrated care for the community we serve. We extend our sincere thanks to our community for challenging us to stay true to our mission, and look forward to our partnering efforts in the year ahead.

DI O'HALLORAN
Chair, WentWest



With the support and efforts of our many partners including



We acknowledge Aboriginal people as traditional owners of the land. We also pay respect to our Aboriginal Elders past, and present, and extend that respect to include Aboriginal people of today.



Enhancing integration through collaboration

Since its establishment, WentWest has been committed to working in partnership to achieve better health outcomes for western Sydney.

Pivotal to many initiatives is the enduring partnership which exists between Western Sydney Local Health District (WSLHD), Sydney Children's Hospitals Network (SCHN) and WentWest. The "Healthy Western Sydney" affiliation is a cornerstone to an extensive body of work which seeks to improve the coordination and delivery of care in our region by improving the link between the primary, acute and community sectors.

The year saw the release of the 'Western Sydney Integrated Health Partnership Framework 2017-2020' a formalised, whole of region and whole of sector approach across a set of shared health priorities for western Sydney. The framework outlines the shared vision goals and priorities of the partnership over a four year period and is deliberately ambitious, as it reflects the shared optimism in what can be achieved collectively in working together.

Steering the partnership toward its bold vision, the Western Sydney Partnership Advisory Council meets on a quarterly basis to collaborate across its five priority areas of: Aboriginal Health; Child, Youth and Family Health; Chronic and Complex Disease; Mental Health; and Older Person's Health.

Among the highlights stemming from the partnership has been the success of both *Better Health Together* and *Western Sydney Diabetes* which each illustrate how system integration can achieve better health outcomes.



Partnering with



Partnership Highlights

RELEASE OF THE 'WESTERN SYDNEY INTEGRATED HEALTH PARTNERSHIP FRAMEWORK':

Strengthening integration between the primary, acute and community sectors through continued collaboration and co-design across five of priority areas including Aboriginal Health; Child, Youth and Family Health; Chronic and Complex Disease; Mental Health; and Older Person's Health.

WESTERN SYDNEY DIABETES SECURES PRESTIGIOUS AWARD:

As part of a region wide strategy to temper western Sydney's diabetes hotspot, a long running partnership between the PHN, WSLHD and Diabetes NSW & ACT is focused on using a broad range of programs to combat the rise of the condition.

The multi-pronged strategy includes primary prevention and integrated community and hospital management. Central to the success of the initiative has been the continued expansion of Joint Specialist Case Conferencing in local practices, with more than 1200 patients across 57 general practices.

In 2017, the ground breaking initiative drew a spotlight to its efforts by claiming the 2017 *Pemulwuy Prize* by NSW Premier, Gladys Berejiklian at the Western Sydney Leadership Dialogue's Out There Summit. The award recognises advocacy for the western Sydney region.

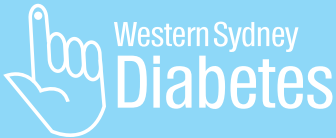
BETTER HEALTH TOGETHER SEES STRONG REFERRAL RATES:

Under the Integrated Care Demonstrator Program, hospital clinicians from WSLHD are working in partnership with the PHN and local GPs to develop and progress approaches to integrate care for patients with chronic conditions.

With a focus on patients with chronic conditions including congestive cardiac failure, coronary artery disease, chronic obstructive pulmonary disease and diabetes, the initiative has more than 1300 enrolled patients, 95% of which referred through a local GP.

RECORD USAGE RATES FOR HEALTHPATHWAYS:

In its fourth year of operation, *Western Sydney HealthPathways*, a foundational partnership initiative, saw a record number of users in the online portal. Designed to provide a wide range of locally relevant, clinically-developed pathways, the portal continues to build momentum as more health professionals access on a frequent basis.



CASE CONFERENCING

1200+ patients

57 practices

90% reported useful

Since 2014



1300+ patients

95% referred by local GPs

Since 2015



Representatives of Western Sydney Diabetes, Prof Glen Mabley (WSLHD), Sturt Eastwood (Diabetes NSW & ACT), Danny O'Connor (WSLHD) and Walter Kmet (WentWest) awarded the prestigious 2017 Pemulwuy Prize by NSW Premier, Gladys Berejiklian.

A commitment to consumers & community

Throughout 2016-17 the voice of consumers, community groups and health professionals in evolving the Primary Health Network’s role has led to greater collaboration in addressing western Sydney’s health challenges.

10 services commissioned supporting recovery for Alcohol & Other Drugs including tailored initiatives for population groups

NUMBER OF CHILDREN IMMUNISED THROUGH IMMUNISATION BIKE COMPETITION:

2015-16 =999

2016-17 =2,223

= 123% INCREASE

in children immunised through Immunisation Bike Competition

With a focus on improving the region’s response to Aboriginal Health, Aged Care, Child & Family Health, Chronic & Complex Conditions, Mental Health and Population Health, WentWest and its partners are working together to facilitate improvements to the delivery and accessibility of care in western Sydney.

Joint initiatives such as *Thrive@Five* in Doonside (Blacktown), the *Jade Fan initiative* (Auburn) and “*Say no to Ice*” campaign (Mount Druitt), highlight the diverse health challenges and how the PHN is working with its communities to commission culturally appropriate, meaningful responses for the residents of Auburn, Blacktown, the Hills, Holroyd and Parramatta.

From the Consumer Advisory Council, through to consumer working groups, commissioning panels and community consultations the voice of consumers gathered considerable momentum throughout the year as the PHN sought to enhance representation of consumers in the planning and delivery of services. This serves as a solid platform for enabling change where its most needed. Throughout 2016-17, the PHN introduced an obligation for all tendering organisations to demonstrate how they co-design their proposed services with western Sydney consumers – an important step in building consumers into the design, development and review of services provided for them.



Blacktown GP and Clinical Council Chair, Dr Michael Fasher and Paint Doonside REaD mascot, Rooby Roo read to a Books for Bubs participant as part of the *Thrive@Five* initiative. This initiative seeks to ensure all children are healthy, happy and ready for school.



WentWest CEO, Walter Kmet, Auntie Jenny, and other elders from Baabayn Aboriginal Corporation at the 2017 Connections Conference exploring the linkages between Mental Health and Drug & Alcohol challenges.



Food for thought? WentWest team members on hand at Rouse Hill Town Centre during Diabetes Awareness Week to discuss health and wellbeing with local residents.

Regionally responsive initiatives

In addition to many whole-of-region responses, a number of initiatives were implemented in collaboration with specific western Sydney communities to address particular health challenges.

ROUSE HILL:

In partnership with LendLease, WentWest offers free diabetes education services to residents within the Rouse Hill area.

BLACKTOWN:

In partnership with WSLHD, the Diabetes Detection & Management Strategy (DDMS) conducts diabetes screening for all presenting to the Emergency Department of Blacktown Hospital. The partnership then works to support and encourage high-risk patients to engage with their GP for further review and management.

PARRAMATTA:

Commissioning *Headspace Parramatta* to extend opening hours so that local youths can access mental health services and support outside of business hours.

AUBURN:

In response to the region’s high prevalence of Hepatitis B, the Jade Fan project is a multi-sector partnership which aims to increase community awareness and build capacity of the health workforce to combat hepatitis B. Initiatives have included education sessions to over 250 people from at risk communities, training to over 50 primary care providers and the development *Hepatitis HealthPathways*.

WESTMEAD:

In partnership with the Sydney Children’s Hospitals Network, the ‘*Western Sydney Kids Link Project*’ was established in February 2017. The project sees a Clinical Nurse Specialist Care Facilitator identify and support children and families who frequently present to the Emergency Department of the Sydney Children’s Hospital, Westmead. The project aims to improve efficiency and patient outcomes by providing an integrated model of care that helps families in accessing appropriate primary care services.

SEVEN HILLS:

To support people in mental distress and their families, the PHN commissioned a primary care service during the after hours period through the Seven Hills Likemind Centre.

DOONSIDE:

Since launching in 2014, *Thrive@Five* in Doonside has continued to flourish. The place-based early childhood intervention program is aimed at improving Australian Early Development Census (AEDC) scores in Doonside (a suburb of Blacktown).

MOUNT DRUITT:

Working with local support organisations such as Marrin Weejali and Baabayn Aboriginal Corporation, supported a range of culturally appropriate health initiatives and activities to address the need of Aboriginal and Torres Strait Islander people within the Mount Druitt community. Among those initiatives supported was the *Say no to Ice* campaign, contesting the use of methamphetamine within local Aboriginal communities.

After operating the Sydney West Aboriginal Health Service for 18 months, WentWest handed over to the new provider Wellington Aboriginal Corporation Health Service. It heralds a new era of partnership and service delivery for Aboriginal and Torres Strait Islander people in the region.

Partnering with



Leading the transformation of primary care

2016-17 was a defining year for primary care in western Sydney, as the Patient Centred Medical Home (PCMH) gathered momentum not only on a local, but national scale.



WentWest welcomes more than 250 health professionals and industry representatives to the 2016 Patient Centred Medical Home Showcase, exploring the case for change in western Sydney.

At the forefront of this game-changing evolution has been a handful of local GPs, who together with their practices are redefining the delivery of care toward a model which seeks to enhance patient experiences, improve health outcomes, maximise efficiency and heighten satisfaction of the health care professional.

Underpinned by Bodeheimer’s *10 Building Blocks* and with the support of the WentWest team, western Sydney’s PCMH practices are using world’s best practice to transform toward a more effective model of care delivery.

Throughout the year this pioneering work was recognised more widely across the sector, and in July 2016 the federal government announced western Sydney as one of 10 region’s in Australia to implement Health Care Homes Stage 1.

In November, western Sydney once again was leading from the front as it welcomed more than 250 health professionals and sector representatives to the inaugural, Patient Centred Medical Home Showcase. Hosted by WentWest, the event was an opportunity for the sector to explore the ground-breaking efforts of western Sydney practices, presenting the benefits and challenges of their work through their own experiences.

Backing the PCMH efforts and broader endeavours to improve capacity and capability within general practice has been a number of projects designed to enhance primary care in western Sydney. Each initiative featured on page 9 has been instrumental in working towards data-driven improvements and team-based care, reinforcing the PCMH principles of a patient-centred approach.

Further supporting boarder sector engagement in the PCMH model, WentWest supported the Australian Health and Hospitals Association’s (AHHA) Primary Care Study Tour to the United States throughout the year. The tour offered health care leaders and policy makers an opportunity to explore the progress of the PCMH model hearing experiences of world-wide leaders in the field including the Cambridge Health Alliance (CHA) in Boston. A long-standing partner of WentWest, the CHA and it’s expert team have supported the organisation and western Sydney primary care professionals in transforming toward a PCMH model. Together with renowned industry leaders including Paul Grundy, MD, the CHA has been a key advocate of PCMH and WentWest’s local drive toward reform.



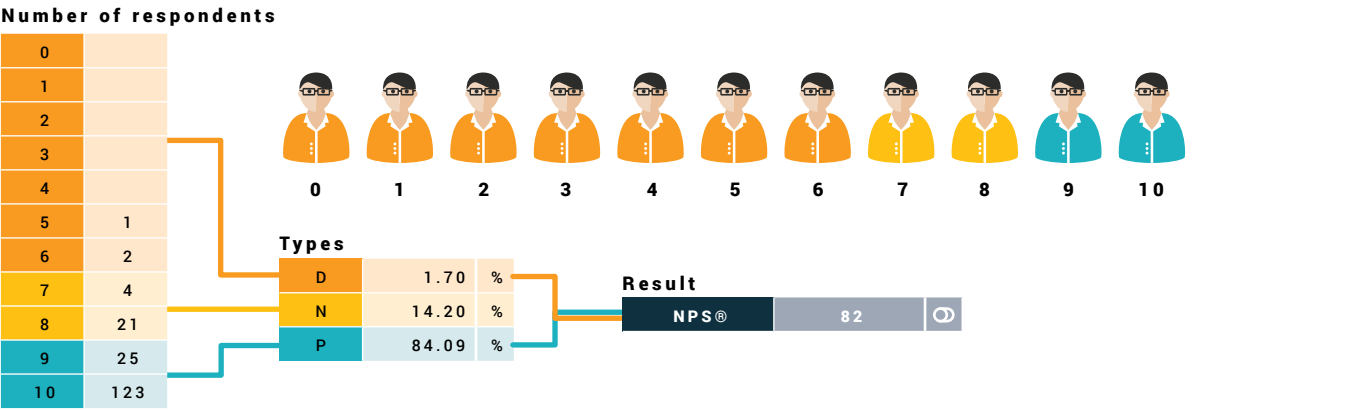
Dr Walid Jammal and the team from Hills Family General Practice in Bella Vista, welcome Prime Minister Malcolm Turnbull and Alex Hawke MP to Bella Vista for the announcement of Health Care Homes Stage 1.

Supporting the transformation of primary care and working towards a team-based approach

INITIATIVE	AIM	2016-17 HIGHLIGHT
NSW Data Linkage	Increase understanding of care in the acute care setting and determine patterns of service utilisation to assist detection of patients at risk of health deterioration.	Risk stratification and patterns of health service utilisation identified with individual practices receiving a tailored report. Tranche 1 - 45,356 patient records were linked from 5 practices Tranche 2 - 209,308 patient records were linked from 16 practices
Happy or Not	A three month pilot in 16 western Sydney practices using the <i>Happy or Not</i> terminals provided real-time feedback on perceived patient experience of care.	Throughout the pilot over 27,000 patients provided their feedback, averaging 140 responses per week, per practice. Results showed significant variation across practices and provided a good basis for the impact quality and service improvement work.
Pharmacy in General Practice	Embedding non-dispensing clinical pharmacists into local practices to assist in the review of prescribed medicines, reduce adverse drug events and provide pharmaceutical expertise to patient care	Six pharmacists conducted 493 consultations across 16 general practice sites within a six month period. The GPs reported that the integration of a pharmacist was welcomed as a positive addition to the general practice team, leading to enhanced inter-professional collaboration and improved patient care. Pharmacists acted as educators for both the patient and prescribers.
Nurse Education Curriculum	Lifting primary care nurse capability and capacity as a critical key to effective practice transformation and team-based care.	Over the period, the program saw more than 12 tailored educational events for primary care nurses, to support further understanding and build capacity within general practice. Topics explored included Mental Health, Wound Management, Asthma and Diabetes.
Western Sydney HealthPathways	A long running joint initiative between WentWest and Western Sydney Local Health District, <i>HealthPathways</i> is an online portal featuring locally relevant, clinically approved pathways across an extensive array of conditions.	In 2016-17, the portal reached a milestone with the launch of its 300th live pathway and increased usage rates to the portal by 42%.
Working towards culturally appropriate health services	In collaboration with the local Aboriginal community WentWest has supported a range of measures to enhance and improve culturally appropriate primary care services in the region. This includes training with local practices and services around cultural awareness.	Throughout 2016-17 WentWest hosted 4 Cultural Awareness training workshops for local practices and services, fostering a greater understanding of community needs and enhancing accessibility to mainstream services for local Aboriginal and Torres Strait Islander people.

Working towards quality improvement: Net Promoter Score

Based on your experience from this visit, how likely would you be to recommend WentWest’s Practice Development Teams’ services to other practices?



D – Detractor, N – Neutral, P – Promoter

Source: <http://npscalculator.com/en>

Partnering with



Responding to western Sydney's health needs

Western Sydney is a vibrant, diverse and growing hub within the Sydney outer metropolitan region with a vast cultural and socioeconomic mix. With communities strongly represented by both Aboriginal and multicultural populations, the PHN is working alongside consumers, health professionals, and partners to improve health outcomes across the region.

\$21.4m+

health care services & initiatives commissioned across western Sydney to address the region's most pressing needs.



The inaugural Connections Conference featuring guest speakers, Professor Amanda Baker of Newcastle University and Professor Ian Hickie AM of Sydney University's Brain and Mind Centre.

In working toward this vision, 2016-17 saw the emergence of commissioning as a central role within the PHN. With a Comprehensive Needs Assessment identifying gaps and areas of need across the region, the PHN together with its community commissioned a vast range of services to address western Sydney's most pressing health challenges. This extensive body of work led to the commissioning of more than \$21m in services, particularly in the areas of Mental Health, Alcohol & Other Drugs, Aged Care, Chronic & Complex Disease, After Hours, and Child & Family Health.

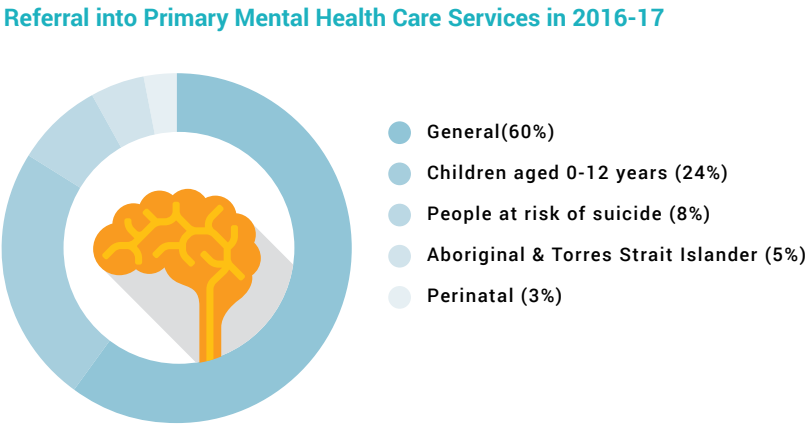
Within the area of Mental Health, commissioning activities evolved substantially over the 12 month period, as the PHN introduced its Stepped Care Model to the community. Intended to offer greater flexibility and accessibility to those in need of psychosocial and psychological support, the Stepped Care Model introduced a range of both referral-based and direct service options, aiding local consumers through a unique selection of support tools such as online coaching, smartphone apps, and hotline services. The unique care model, is both regionally-tailored and able to support people experiencing mild through to more complex and persistent mental distress.

Among the highlights for 2016-17 was the inaugural *Connections Conference*. The one-day event explored the links between mental health and alcohol and other drug challenges, and discussed the many barriers associated in accessing appropriate care.

The event featured a vast array of speakers from specialised fields including Professor Amanda Baker of Newcastle University and Professor Ian Hickie AM of Sydney University's Brain and Mind Centre, each advocating for greater integration across the sector.

Among the topics explored throughout the day, was Holistic Health for Aboriginal persons; servicing under privileged and hard to reach communities; the role of online and digitally-based tools enhancing accessibility; working towards wellness for those with alcohol and other drug dependencies; supporting local youths and suicide prevention. Featured on the day were more than 30 local organisations who were given the opportunity to showcase their services to consumers and health professionals, including Marrin Weejali, Bridges Odyssey House, Western Sydney Recovery College, Western Sydney Partners in Recovery, Headspace, Ted Noffs Street University, Drug and Alcohol Multicultural Education Centre, and Flourish.

With the event drawing more than 300 delegates, and an overwhelming 92% of attendees favourably rating its content, the *Connections Conference* will return in 2018 and is anticipated to build on its initial successes.



A bright future for Western Sydney Partners in Recovery

In 2013, WentWest came together with Flourish, Uniting Recovery, Aftercare, Mission Australia and Wise Employment to form Western Sydney Partners in Recovery. With a focus on providing targeted assistance for individuals experiencing severe mental health challenges and complex needs, the partnership has assisted more than 1865 clients throughout its tenure.

The voice of consumers has been pivotal to the continued evolution of Partners in Recovery ensuring it meets the needs and expectations of those it supports. In 2017 the real-life journeys of those living with severe and persistent mental health challenges were brought together with the release of 'What recovery means to us: Understanding real-life recovery'.

In their own words, the publication shares the many barriers, challenges and ultimately successes of its contributors, offering first-hand insight and understanding about what helps people move toward recovery in the context of mental health.

Developed in partnership with the University of Sydney, the publication aims to encourage and educate health professionals, carers and others to further improve outcomes for people experiencing such challenges.

"We are so proud of how the publication has come together," says consumer consultant Allison Kokany (pictured). "Not only is it an expression through words, but the imagery used throughout has been lifted from the *See Me Hear Me* project. Together the stories and artwork beautifully portray real life experiences of these brave people."



Thank you

WentWest gratefully acknowledges the contributions and partnership of its community including the efforts of many individuals and organisations who have supported our work throughout 2016-17.

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