

AR21/22

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WentWest acknowledges the First Nations peoples of Australia as the Traditional Custodians of the land on which we work and live. We pay our respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples within Western Sydney.

This year, 2021/22 saw WentWest take on new and exciting initiatives which have culminated in significant growth for our organisation. This expansion coincided with our move to new premises at Westmead which allow us to be closer to our partners and have greater presence and effect in the community. This year's annual review is aptly named, *Impact*.

Celebrating 20 years of WentWest, our annual review reflects the ripple effect we have made with health professionals, providers and partners across the health and social sectors, in Western Sydney and beyond.

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## CHAIR'S WELCOME

### This year marks a major milestone for WentWest as we celebrate 20 years of serving the Western Sydney community.

Established as a Regional GP Vocational Training Provider in 2002, WentWest incorporated the Western Sydney division of general practice functions in 2006, then Medicare Local functions in 2011 and finally, after a change in government, Western Sydney Primary Health Network (WSPHN) functions in 2015.

Each transition enabled a broadening of organisational objectives and scope, but from the onset, WentWest has striven to lead the way in essential health system reform by taking a patient-centred approach to health care and supporting primary care providers to deliver high-quality, integrated, accessible health services.

Primary Health Network objectives have enabled WentWest to further expand our work with partners and collaborators to deliver a more integrated and cohesive health system, closing the divide between not only hospital and community-based services but between health and social care, increasing the capacity to influence the socio-economic determinants of health.

We have consistently set out to innovate and lead the development of integrated, scalable models, advocate for and support change, and influence the evolving national and state reform agendas. The theme of this Annual Review, *Impact*, tells WentWest's story, not just for this year, but over the past two decades. Whatever the organisation's achievements, they are a testament to the hard work of our staff and the strong relationships they have built with our community and providers.

Our work this year would not have been possible without the dedication and commitment of our partners, GP Leaders, and Clinical and Consumer Councils. Together, we have progressed

multi-agency initiatives to advance system reform and prevent families from falling through the gaps. This is exemplified by programs such as the Kids Early Years (KEYS) Network and expansion of the Western Sydney Care Collective program to deliver integrated Value Based Urgent Care and Cardiology in Community pathways.

In a year where the need to close the divide between health and social care has become ever more evident, we were proud to co-convene the Primary Health Care Leaders' Summit in May on behalf of PHNs nationally and in partnership with the Consumers Health Forum of Australia. The outcome? The collective voice of health colleagues, peak bodies and diverse community members formed a clear roadmap for reform that will be proactively taken forward in the year ahead.

I hope this 2021/22 Year in Review gives you a flavour of the impact and advancements over the past year – and indeed the past 20 years. Thank you to WentWest's CEO, Ray Messom, who has continued to drive health reform in our region whilst supporting staff to navigate the ongoing repercussions of COVID-19. To our staff, whose hard work and dedication continue to strengthen our relationships and the impact of our programs. My sincere thanks to the many consumer and community groups who act as our trusted advisors, our Clinical and Consumer Councils, our GP Leaders Group, and our many partners and collaborators. Lastly, thank you to our Board members who bring a wealth of diverse knowledge and experiences to governance, and whose support drives forward our mission for a healthier Western Sydney.

**DI O'HALLORAN AO**  
Chair, WentWest (WSPHN)

I am incredibly proud of what WentWest, with our partners, have collectively achieved this past year. From supporting 6000+ medical, allied health, nurses and support staff across 700+ private and not-for-profit organisations, to successfully vaccinating the population and then galvanising the health sector to speak with one voice and demand the health system reform the community so desperately needs, it has been an amazing journey.

We continue to re-orient ourselves and invest wisely to address the social determinants of health. This orientation allows us to focus on the whole person and provide holistic, proactive, preventative, integrated services. It allows us to build healthier communities, empower individuals and contribute towards a sustainable primary care workforce and system. We bring care to the community and look beyond traditional siloes so that we might break the cycle of disadvantage now, in this generation. We live our purpose and values each and every day.

WentWest is a change agent on the regional, national and international stage. We continue to expand our portfolio and influence and have taken steps to create an environment in which our staff can thrive. In May, I was pleased to open the doors of our new home at Innovation Quarter, Westmead. WentWest's new headquarters present a unique opportunity to connect with stakeholders and community in the heart of Westmead's Health Precinct. Our bespoke office has been designed by our staff with partners in mind, and we are optimistic that it will become a hub of innovative, collaborative action.

Our work with partners has been integral to our impact this year. Our multi-agency Kids Early Years (KEYS) Network supported over 275 vulnerable families to access health and social care. We were proud to be chosen to conduct the international Patient-Reported Indicator Survey (PaRIS) report on behalf of the Australian Commission on Safety and Quality in Health Care, working with the Organisation of Economic Co-operation and Development (OECD). In partnership with the Western Sydney Local Health District (WSLHD) we opened a successful first pilot Urgent Care Service practice under the Western Sydney Care Collective (WSCC) initiative and onboarded 23 Patient Centred Medical Homes to

WSCC's Cardiology in Community pathway. We have also continued to strengthen our relationships with general practice and residential aged care facilities, expanding our team to incorporate healthy ageing and palliative care roles.

As we have grown as an organisation, we have found ourselves overlapping with more partners, sectors and communities, and our vision to provide holistic, patient-centred, whole-of-system care has become stronger. The Primary Care Leader's Summit was an inflexion point in primary health care. Over 200 participants from across the sector came together with the same goals to create a roadmap for health system reform.

Together with our partners, we believe that we can build healthier communities, empower individuals and build a sustainable primary health care workforce. This shared purpose shines through in our annual BPA results, with 92% of staff saying that WentWest is truly a great place to work and 97% feeling very optimistic about WentWest's future. I cannot thank our team enough for their drive and determination to progress health equity. The data and stories in this report are a testimony to the impact they are making.

Thank you to the 348 general practices, over 225 commissioned providers and countless other partners we work with day in and day out to serve our community. To our GP Leaders, innovative partners, committed providers and resilient community members.

Finally, thank you to the Senior Management Team and Board for their strategic vision and dynamism. In particular, I would like to thank Professor Di O'Halloran as the Chair for her insights and ongoing support.

**RAY MESSOM**  
CEO, WentWest (WSPHN)



## CEO'S WELCOME

## 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.

## 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

## OUR VISION

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

## OUR VALUES

**EXCELLENCE**  
Be the best we can be



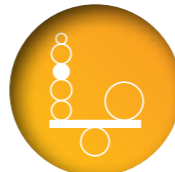
**LEADERSHIP**  
Inspire action



**RESPECT**  
Understanding others



**EQUITY**  
Actively overcome barriers



**CREATIVITY**  
Challenge convention



## QUADRUPLE AIM

IMPROVED PATIENT EXPERIENCE

BETTER HEALTH OUTCOMES

IMPROVED STAFF EXPERIENCE

LOWER COST OF CARE



# WENTWEST SNAPSHOT

348

GENERAL PRACTICES



64

RESIDENTIAL AGED CARE FACILITIES SUPPORTED



3,874

VISITS TO GENERAL PRACTICES BY PRACTICE DEVELOPMENT TEAM



6,996

INTERACTIONS WITH GENERAL PRACTICE (PHONE, EMAIL, FAX)



367

PRIMARY CARE CLINICIANS VISITED



1.081M

TOTAL POPULATION OF WESTERN SYDNEY\*



848,727

ACTIVE PATIENTS



\$36.5M

TOTAL SPENT ON COMMISSIONED SERVICES



\$21.9M

SPENT ON MENTAL HEALTH SERVICES



214

COMMISSIONING CONTRACTS



7,103

MENTAL HEALTH CLIENTS SUPPORTED<sup>1</sup>



602

HEALTHPATHWAYS



596

EVENTS



1,451

EVENT ATTENDEES<sup>^</sup>



341,775

WEBSITE VIEWS



176,465

UNIQUE WEBSITE USERS



142

NEWSLETTERS PUBLISHED



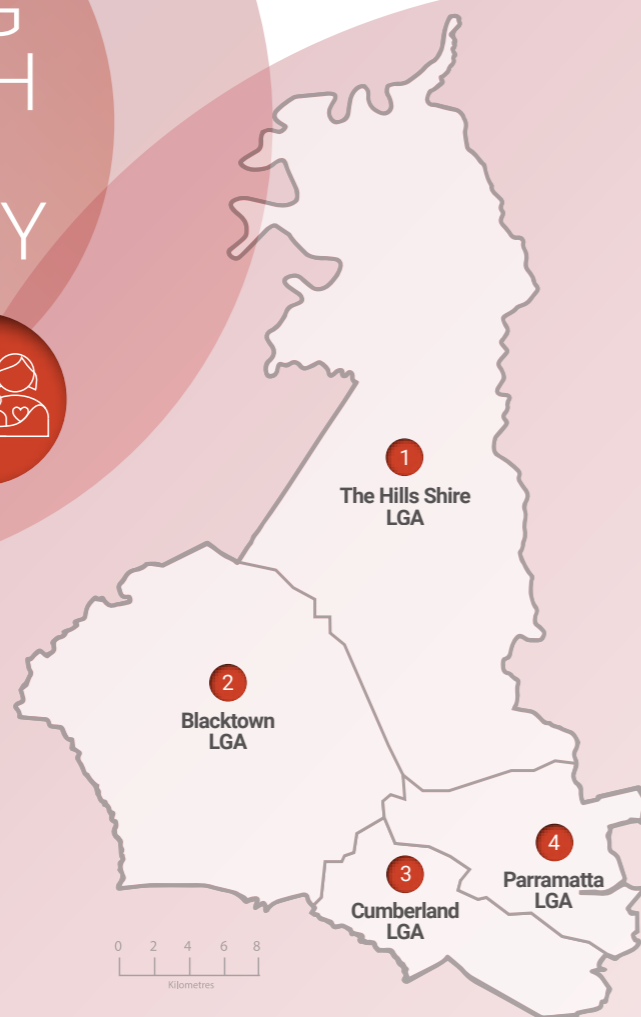
<sup>^</sup> Attendees may attend multiple events

# IMPROVING THE HEALTH OF OUR COMMUNITY



Western Sydney has one of the most diverse populations in Australia, and WentWest is committed to building an equitable health system for everyone that calls our region home. We partner with local service providers to help our communities access support for all of their health care needs, from chronic health conditions to mental health, alcohol and other drug dependencies, to urgent care. Our commissioned services and partnerships aim to support people of all ages, genders, sexualities, ethnicities and backgrounds.

Our commissioning cycle involves developing and implementing health services based on a rigorous planning, procurement, monitoring and evaluation process to strengthen integrated care across Western Sydney.



The Local Government Areas (LGAs) of Western Sydney

- 1 THE HILLS SHIRE**
  - Population = 191,878
  - % born outside of Australia = 42.5%
  - Households where a non-English language is used: 44.2%
- 2 BLACKTOWN**
  - Population = 396,781
  - % born outside of Australia = 49.6%
  - Households where a non-English language is used: 53.2%
- 3 CUMBERLAND**
  - Population = 235,440
  - % born outside of Australia = 60.3%
  - Households where a non-English language is used: 73.9%
- 4 PARRAMATTA**
  - Population = 256,729
  - % born outside of Australia = 57.6%
  - Households where a non-English language is used: 61.8%

## POPULATION HEALTH

In the 2021 Census, 52.6% of Western Sydney residents stated that they were born outside of Australia, and 58.2% used a non-English language at home<sup>iii</sup>. Both statistics are higher than the NSW average of 34.6% and 32.4%, respectively.

More than one in five Australian adults will suffer from mental health problems in any one year<sup>iv</sup>. However, compared to the mainstream population, a large proportion of culturally and linguistically diverse (CALD) community members who experience mental health challenges do not seek support. To ensure that our diverse population has access to culturally-appropriate care, we work with partners that are embedded in the Western Sydney community and commission bespoke, relevant, quality services.

### NSW SERVICE FOR THE TREATMENT AND REHABILITATION OF TORTURE AND TRAUMA SURVIVORS

The NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) was the first service we commissioned to specifically support clients from refugee backgrounds in Western Sydney. Almost 93% of STARTTS clients were born outside of Australia, and 75% speak a language other than English. Through group sessions, counselling, mental health events, training, and awareness days, STARTTS empowers community members to recognise signs of distress, employ coping mechanisms, build supportive community networks, and reduce the stigma around mental health.

### CALD Mental Health and Suicide Prevention Program

This year, under the CALD Mental Health and Suicide Prevention Program, the STARTTS team ran 47 lifestyle, wellbeing and education groups. Sessions included domestic abuse awareness training, suicide prevention training, support groups, youth groups, yoga lessons and English language classes.

- 1412 clients supported
- 47 community groups
- 17 languages

### CASE STUDY

Aidah\* is a Syrian refugee who regularly attends yoga sessions at STARTTS. STARTTS has supported Aidah to find opportunities to study and work. She is currently studying a Certificate IV in Community Services and has also completed a barista course.

### Psychosocial Support Program for Refugees who Identify as LGBTQI

Studies show that 44.7% of people who identify as non-binary have been managing an anxiety disorder for the past year<sup>v</sup>. This year, after a successful pilot phase, we helped STARTTS launch their Psychosocial Support Program for Refugees who Identify as LGBTQI. This is the largest and most comprehensive national project that supports LGBTQI people from refugee backgrounds by training interpreters, running workshops on LGTBQI rights, and through active outreach, awareness raising and advocacy work.

- 418 individual sessions conducted
- 299 attendees to workshops

*Michelle Quinn, Senior Director, Strategic Commissioning, and Sara Tejani, Contracts and Relationship Management Coordinator, at the CALD Mental Health Awareness Day hosted by STARTTS*



*"I passed through a very, very hard time, and I was always crying because I'm far away from my children. Everything was difficult when I first came, but when I came to STARTTS, they started to talk to me, to calm me down. And they helped me. They keep me going and help me be involved in the community and meet more people. To find a job, to study, to practice yoga. There are a lot of opportunities in this country, and I am so glad to be here." – Aidah\**



## AGED CARE

As the average life expectancy increases and the number of Australians aged 65 and over rises, more people will be utilising residential aged care facilities (RACFs)<sup>vi</sup> and in-community support. We work with local providers to ensure that our seniors are physically and mentally well.

### Dementia Care Navigator

We commission Dementia Australia to run the Dementia Care Navigator program to support people in our community living with dementia, their families and carers. A specialist Dementia Care Navigator acts as a key touch point, assisting with navigation through the health system for a person seeking a diagnosis and assistance following that diagnosis. The team also support families as they work through the challenges experienced during disease progression.

- 631 individual support sessions conducted
- 518 attendees at group sessions

### Still Standing

Still Standing is a free 12-week program designed to improve the strength, balance and general mobility of older community members in Western Sydney, to reduce their risk of falling and give them the confidence to keep getting out and about. Each participant has an initial assessment to determine their mobility needs and goals, and these are compared at the end to see the progress that has been made. These results are shared with the participant's GP to keep them up to date.

- 172 assessments conducted

### Wellbeing in Aged Care

In Australia, approximately 39% of all permanent aged care residents are living with mild to moderate depression<sup>vii</sup>. We commission the Wellbeing in Aged Care program, run by Community Options Australia, to address the mental health needs of older persons in residential aged care facilities (RACFs). The program provides clients with mental health assessments, care plans and intervention sessions, and trains staff in management strategies to improve the day-to-day experiences of residents. The program also offers wraparound support to prevent loneliness and isolation and to help navigate to other services.

- 481 individual sessions delivered
- 50% of RACFs in Western Sydney engaged

### STARTTS Keeping in Contact Program

NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors' (STARTTS) Keeping in Contact (KiC) program was launched this year to prevent isolation during COVID-19 and help culturally and linguistically diverse seniors to build connections in the community. Facilitators ran in-person and virtual workshops ranging from art classes to aromatherapy, COVID-19 information sessions to walking groups.

- 1,054 individual phone calls to seniors
- 280 participants in recreational activities

*"We were isolated when we came here. We didn't know who to talk to or what to do. The facilitator said that we could solve the problems together and she showed us the outer world, helped us to move into the world and gave that confidence and strength." – KiC Participant*

The STARTTS KiC Tamil Senior's Art Exhibition



## ABORIGINAL HEALTH

Currently, the target to close the gap in life expectancy between Aboriginal and non-Aboriginal Australians by 2031 is not on track<sup>viii</sup>. It is estimated that three in ten Aboriginal Australians who need support from a health provider do not access help<sup>ix</sup> due to a lack of available, accessible, affordable, timely services. WentWest builds strong relationships with local Aboriginal-led organisations and community Elders to better understand the needs of the community and develop appropriate services that help to close the gap.

### Baabayn Aboriginal Corporation

The Baabayn Aboriginal Corporation helps Aboriginal and Torres Strait Islander community members heal from trauma, develop self-esteem, build resilience and reconnect to their community through a series of social, emotional and wellbeing activities. The centre runs a weekly yarn-up, social events, youth groups, after-school clubs, healing circles and family gatherings.



WentWest CEO, Ray Messom, with some of the Baabayn Elders at the Baabayn NAIDOC event

### Marrin Weejali Aboriginal Corporation

The Marrin Weejali Aboriginal Corporation provides culturally-safe alcohol and other drug assistance, mental health counselling, referral, advocacy services and case management support to community members experiencing the harmful effects of alcohol and illicit substance misuse.

- 391 clients engaged
- 6,976 episodes of care provided

### The Shed, Mount Druit

The Shed offers wellbeing activities, social service navigation, and coordination linking clients to housing, legal, family and child, and alcohol and other drugs services.

- 2,979 clients supported
- 1,073 clients seen by a case worker

### Aboriginal Counselling

The Aboriginal Counselling service delivers culturally sensitive and safe mental health interventions and therapeutic counselling services to people who identify as Aboriginal and Torres Strait Islander. The team support and empower clients to navigate the health system and manage their mental health conditions.

- 399 services to clients

## CASE STUDY

Uncle Dave\* is 63 years old and called Aboriginal Counselling to make an appointment, but when he received his appointment confirmation text message, he replied *"Don't worry about me, I am ok now and don't want to bother anyone with my problems. Please use your time to help someone else."*

A counsellor called Uncle Dave and told him that he and the peer worker were working nearby and could drop in to say hello. Uncle Dave agreed and the home visit proved vital in engaging him.

Uncle Dave attended nine peer worker appointments and four counselling sessions which were designed to help him understand and manage his thoughts and feelings. Uncle Dave continues to call Aboriginal Counselling sometimes to say hello and he knows that he can book a more formal appointment any time he needs to.

*"I was so lonely and felt very unimportant. Both the counsellor and peer worker helped me to see that they cared and I was important to them. My problems are normal at my age, and I just needed someone to tell me that."*

– Uncle Dave\*



## CHRONIC HEALTH

Nearly half of Australians have at least one chronic condition\* and almost three-quarters of adult Aboriginal and Torres Strait Islander people in the Sydney region are managing a current long-term health condition\*\*.

### Western Sydney Integrated Team Care

The Western Sydney Integrated Team Care (ITC) program supports Aboriginal and Torres Strait Islander community members with chronic health conditions to overcome barriers to health care by providing chronic disease care coordination and support. The ITC team provide culturally-appropriate health services, education, financial support to access appointments, and access to aids and equipment.

● **16,558 care coordination services**

### DIABETES

Western Sydney has one of the highest rates of diabetes in Australia, with 6.4% of the population currently diagnosed with diabetes\*\*\*, and an estimated 15% actually living with this health condition. Even more concerning are estimates that 8% of the Western Sydney population is at 'high risk' of developing type 2 diabetes because they are already living with pre-diabetes or high blood glucose levels\*\*\*\*.

This year, our general practices helped 71,411 patients managing diabetes to maintain an average HbA1c level of 6.07%. Haemoglobin A1c (HbA1c) is a measure of the amount of glucose attached to your haemoglobin, and for people with type 2 diabetes, the target is to have an HbA1c reading under 7%.

### Western Sydney Diabetes

Western Sydney Diabetes (WSD) is a partnership between the Western Sydney Primary Health Network, Western Sydney Local Health District, PricewaterhouseCoopers, Diabetes NSW & ACT, and over 140 Alliance members, which focuses on providing broad preventive solutions to stop diabetes, while also supporting local people already living with type 2 diabetes.

WSD's Diabetes Case Conferences (DCC) provide an opportunity for patients to meet with their GP, a diabetes educator and an endocrinologist to learn how to manage their diabetes, taking account of their unique circumstances.

### Too Deadly For Diabetes

Diabetes is currently the third leading cause of death for Aboriginal and Torres Strait Islander people\*\*\*\*. WentWest and Marrin Weejali partnered with exercise physiologist and Gomerio man, Ray Kelly, in 2019 to deliver the 10-week program, Too Deadly for Diabetes. Under the Too Deadly for Diabetes program, community members with, or at risk of developing, type 2 diabetes, are provided with a meal plan, exercise program and education to improve their physical health and minimise their risk of diabetes. During the pandemic, the program was adapted and continued to show great results for weight loss, improved HbA1C levels and social connectedness.

## CASE STUDY

Michelle\* enrolled in the Too Deadly for Diabetes program after finding out she was pre-diabetic. Her mental health medication had caused weight gain and she also suffered from chronic obstructive pulmonary disease which made breathing during exercise more difficult. Michelle lost 20kg during the program and has maintained her weight loss. Her blood sugars are now in the normal range, and her ability to exercise has improved. She says she now has the skills to take care of her health.



Too Deadly For Diabetes participants

## ALCOHOL AND OTHER DRUGS

We commission a range of organisations to take a holistic approach to alcohol and other drugs (AOD) treatment so that clients receive wraparound support that empowers them to address the root cause of their addictions and employ healthier coping strategies.

### Community Restorative Centre

The Community Restorative Centre (CRC), provides through-care, post-release, and reintegration programs to people transitioning from prison back into the community. Reports show that 82% of police detainees in Australia test positive for at least one drug type, and 29% report that alcohol contributed to their arrest\*\*.

CRC's Prison Transition and Pathways Home program helps people build sustainable pathways outside of the justice system by addressing the individual, social, and structural causes of incarceration and addiction.

- **CRC clients were 62.1% less likely to be convicted of further offences\*\***
- **269 individual sessions delivered (telehealth/face-to-face)**

### Youth Off The Streets

Young people often have underlying mental health challenges behind their alcohol and drug issues, yet can be alienated from their community and family when tackling substance abuse issues. Youth Off The Streets (YOTS) is a three-month therapeutic case management and counselling program to support young people aged 13-19 who are experiencing co-occurring mental health issues and drug and alcohol misuse. The service provides early mental health intervention, and crisis and family casework support, providing the foundation for making healthy lifestyle choices.

*"Young people are open to change and possibilities. The work we do with them is hard because they make positive gains and then often have to go home to challenges. It's about helping them understand that their past doesn't define where they're going. I never let go of their hand until someone else is holding the other one." - Kellie Lucas\*, AOD Counsellor, YOTS*

### headfyrst

Salvation Army Youthlink and selected headspace youth mental health centres in Western Sydney are working together to provide the headfyrst program. The collaborative project aims to reduce the barriers faced by young people aged 12-25 years in accessing AOD and mental health support by providing resources and counselling to help them and their families on the recovery journey.

## CASE STUDY

Ramon\* is a 21-year-old Pilipino male referred to headfyrst with fluctuating moods, anxiety, and binge drinking tendencies. He had suffered tremendous loss and grief over several years. Ramon attended 12 sessions, during which time it became clear that he was dealing with depression and was resorting to excess drinking when socialising as a coping strategy. The treatment sessions used Cognitive Behavioural Therapy, Motivational Interviewing and coping exercises for complex childhood trauma to help Ramon achieve his goals.

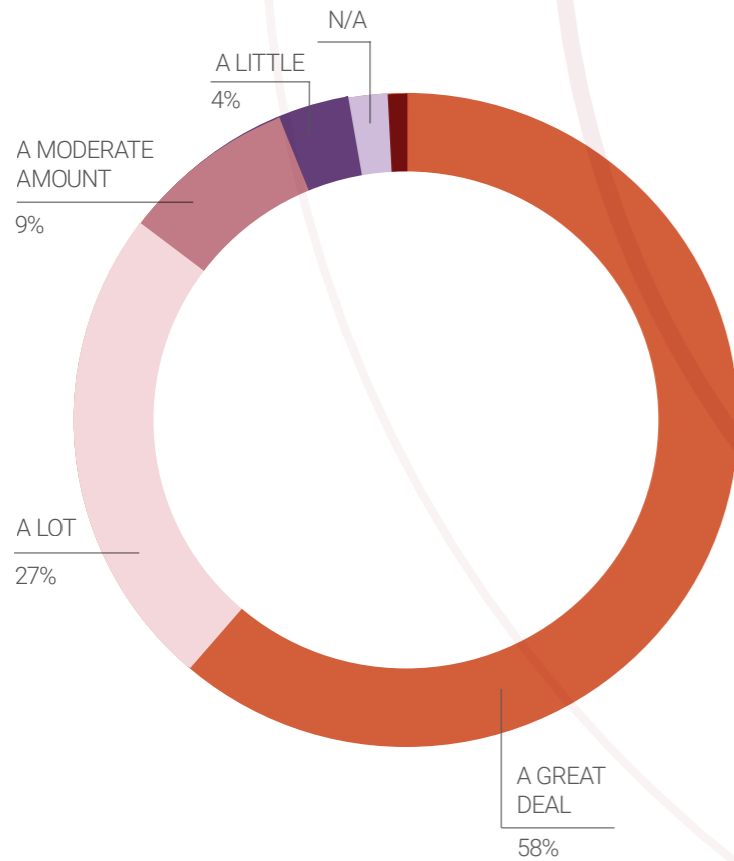
Ramon was also connected to the Fyrst program to help him find part-time employment and enrol in a Youth Work TAFE course. Ramon showed immense insight in reaching his goals. He has reduced his drinking and no longer feels the urge to binge.



# MENTAL HEALTH

Over two in five Australians aged 16-85 years will experience a mental illness during their lifetime<sup>vii</sup>, and last year, 16,989 people in Western Sydney were diagnosed with a mental health condition<sup>viii</sup>. To help our community access the best care, we commission culturally-appropriate, timely and affordable services that respond to the mental health needs of people from all backgrounds. This year, the 2021/22 Your Experience Survey (YES) showed that 93.45% of clients were satisfied or very satisfied with the mental health service they accessed<sup>ix</sup>.

## THE MENTAL HEALTH SERVICE HELPED TO ADDRESS THE PURPOSE OF CLIENT'S ENGAGEMENT<sup>x</sup>



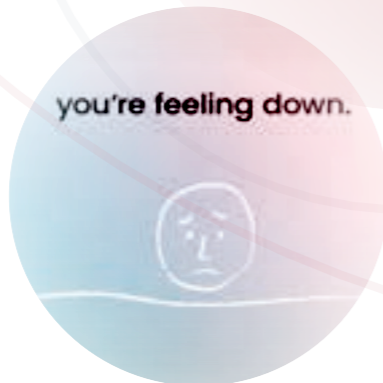
## SERVICE NAVIGATION

### Head to Health

Head to Health was launched in NSW in September 2021 to improve access to mental health support in response to rising mental health needs during the COVID-19 pandemic. Head to Health is a joint project between New South Wales Primary Health Networks (PHNs) and the Department of Health and Aged Care and consists of a free 1800 phone line connecting community members to skilled workers and local services, including Head to Health hubs, for quality, timely care.

In October 2021, Western Sydney PHN, South Western Sydney PHN, Nepean Blue Mountains PHN, South Eastern NSW PHN, Northern Sydney PHN, and Central and Eastern Sydney PHN joined forces to collaborate on a community video campaign in 12 languages encouraging community members to reach out for mental health support. This year, Head to Health hubs in Western Sydney provided 1855 sessions for clients.

*"I'm on my recovery journey now, so I can meet clients where they're at because I've been there. It really helps them to know they're not alone, there is someone who's been through what they're experiencing who can help guide them through."* – Peer Worker, Head to Health



**you're feeling down.**

## PSYCHOLOGICAL SUPPORT

### Primary Mental Health Care

WentWest's Primary Mental Health Care (PMHC) team coordinates mental health referrals from general practitioners to ensure that vulnerable groups access free, timely, quality psychological support. The PMHC team assess each client and connect them to the most appropriate provider, including general psychological services, support for those at risk of suicide or self-harm, child and youth services, Aboriginal and Torres Strait Islander services, perinatal services, culturally and linguistically diverse services, LGBTQIA+ services, and alcohol and other drug services.

- 8194 referrals
- 83,440 sessions of psychological support

### CASE STUDY

Yana\* was 21-years old when the PMHC team matched her to a psychologist under the Suicide Prevention Program. At the time of the referral, she was experiencing prominent symptoms of depression and anxiety with frequent suicidal ideation. Her psychologist helped her work through the root cause of her symptoms, and, by addressing her low self-esteem and trauma, Yana managed to return to work and her university studies. Yana is now a qualified teacher in a stable long-term relationship and is no longer experiencing depression or suicidal thoughts.

*"I still get updates from Yana letting me know that she is enjoying life and is happy. The first Christmas following her referral to me, I received a card from Yana's mother expressing that she was thankful that her daughter was alive and able to celebrate Christmas with them. The Suicide and Prevention program has turned out to be one of the most satisfying works I have engaged with in my career as a psychologist."* – Yana's psychologist

## SUICIDE PREVENTION

Over 3,000 people die by suicide in Australia each year, which is an average of nine lives lost per day<sup>xii</sup>.

### Safe Space

This year, Stride's Safe Space in Blacktown was accredited against the National Suicide Prevention Standards. Safe Space offers a refuge for anyone aged 16 years and over experiencing suicidal ideation and psychological distress. The walk-in service is run by trained mental health specialists, peer workers and support workers, who promote the wellbeing of clients outside of a clinical setting. Some people come following attendance at the local emergency department, while others come direct from home.

- 207 clients supported
- 149 face-to-face sessions
- 334 telehealth sessions

*"I can honestly tell you that without Safe Space, I wouldn't be here today. I've had my rocky and bad days, but I know that whenever I fall into trouble, I can pick up that phone and call Safe Space, or I can come in."*

– Amelia Lewis\*, Safe Space client

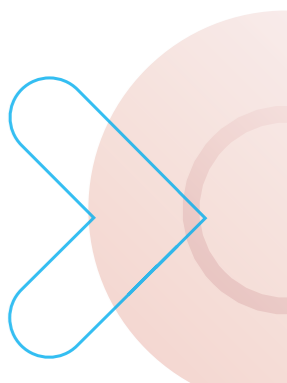
## SUICIDE RECOVERY

Expanding data linkage into the mental health domain has the potential to dramatically improve the care of patients at risk of suicide and is one of the core functions of WentWest's Health Intelligence Unit. Using dynamic system modelling, a patient admitted to hospital following a suicide attempt is now flagged to receive follow-up contact within 48 hours of discharge, and treatment within seven days.

### The Way Back

The Way Back Support Service is an aftercare service for people who have attempted suicide or experienced a suicidal crisis. Community care coordinators build trust with clients and provide them with non-clinical care and practical support for up to three months. The program is personalised to meet individual needs and care coordinators help clients build their own capacity to manage emotional distress and establish protective factors to support sustainable recovery. The program can offer clients support building a personal safety plan, connecting to other community-based services and accessing clinical care during elevated periods of risk.

- 567 referrals
- 407 episodes of care





# YOUTH MENTAL HEALTH / CHILD AND FAMILY

Western Sydney has a young population compared to other parts of NSW, with 0-25-year-olds representing one-third of the region's population<sup>xxii</sup>. Child and family health is a priority area for WentWest and our programs aim to address the underlying determinants of physical and mental ill-health so that young people can thrive.

## headspace

Almost two-fifths of 16-24-year-olds are managing a mental health disorder<sup>xxiii</sup> and this age group remains the group most commonly diagnosed with mental health concerns in Western Sydney<sup>xxiv</sup>.

headspace centres bring together a variety of clinical and psychosocial services to help young people aged 12-25 years. The hubs offer free support on mental health, alcohol and other drugs, sexual health, vocational and other psychosocial support needs to promote holistic health and wellbeing.

The headspace Early Psychosis (EPYS) service offers specialised services for young people experiencing their first episode of psychosis or who are at high risk of experiencing psychosis. The service offers psychological and social interventions, peer work, employment services, psychiatry and family work.

headspace:

- 2,234 young people supported
  - 10,403 direct service contacts
- EPYS:
- 641 young people supported
  - 21,330 direct service contacts

## Immunisation Bike Competition

This year, WentWest celebrated a decade of the Immunisation Bike Competition in Western Sydney. WentWest began the competition to address low childhood immunisation rates and to help educate parents and carers on the importance of up-to-date childhood vaccinations. The program incentivises parents to immunise their 12-month, 18-month and four-year-old children by offering the chance to win a bicycle and helmet. Practices are supported with campaign collateral and support from the Practice Development Team.

Over the past 10 years:

- 17,363 children have been vaccinated during competition periods
- 196 practices have participated



Dr Michael Fasher with one of this year's Immunisation Bike Competition winners

*"I am very proud to be a general practitioner in Western Sydney and excited to watch the capacity of general practice flourish in partnership with WentWest. No more so than when I look back over the 10 years of this competition. Seeing a child suffer with a vaccine-preventable disease is horrible. The bike competition has played its part in keeping the rate of vaccination high in our communities."*

– Dr Michael Fasher, Clinical Director, WentWest

## Thrive@5 in Doonside

The restrictions introduced during the pandemic have had the greatest impact on our programs supporting young children. While each pivoted to online support aimed at parents and educators, many face-to-face activities with children were not possible. However, these programs have provided the insights and foundations for our flagship Kids Early Years Network program and we are looking forward to these programs reaching more clients in the year ahead.

## Tiny Tots Talking

Tiny Tots Talking is a collaboration between WentWest, WSLHD, Blacktown City Council and the University of Wollongong, under which Speech Pathologists work across three Early Childhood Education Centres in Western Sydney. The program focuses on assessment and intervention for two-five-year-olds.

## Gymbaroo Emu and Fun Friends Programs

Run by Relationships Australia, the Gymbaroo Emu and Fun Friends programs provide vulnerable children, who may not have had access to high-quality childcare, an opportunity to participate in activities that focus on school readiness. The programs deliver activities that promote learning, advanced body awareness and social skills.

# FLAGSHIP PROGRAMS



## KEYS

In its first full year of operation, the Kids Early Years (KEYS) Network helped 275 families and reached over 700 children. KEYS targets the 20% of families in Western Sydney with children aged 0-5 years that are at risk of poor outcomes.

KEYS is a collaborative partnership between WentWest, the Department of Communities and Justice (DCJ), Sydney Children's Hospitals Network (SCHN), Western Sydney Local Health District (WSLHD) and the Department of Education (DoE). The Network is the first of its kind in Australia and aims to empower organisations to work collaboratively to achieve greater outcomes for families and

communities in need. Not just assisting individual families, KEYS is about creating holistic system-level change, making it easier for services to have an impact, so that thousands of families across Western Sydney experience better outcomes every year.

*"By sharing our knowledge and working together, we maximise opportunities to provide targeted and timely support to help build resilience in our children and their families and contribute to healthy early childhood development."* – Kylie Hughes, Director of the Western Sydney KEYS Network

The KEYS team and partners collaborating at Innovation Quarter



## CASE STUDY

After escaping domestic violence, Amara\* had to find a new home for herself and her eighteen-month-old child. They needed somewhere that would be safe from her ex-partner and was affordable on a limited budget. Experiencing poor mental health at the time added to the challenge of finding a new home.

KEYS were contacted and their first priority was securing a suitable home for Amara and her little one. KEYS sourced basic furnishings for the home and a car seat so the family could safely access their appointments. KEYS contacted an agency to provide casework, parenting support and counselling to Amara.

Amara's mother had recently been diagnosed with cancer and KEYS coordinated with local community services such as Meals on Wheels and subsidised transport. The support gave Amara comfort in knowing that her mother could get to her medical appointments and had access to hot meals.

As Amara began to feel more positive about her future, she began working with her support worker on longer-term goals to improve her mental health and find employment. Trusting other people with her child was difficult for her but she managed to work through these feelings and find childcare options so she could focus on her goals.

Amara is now settled into her new home and her child is happy at the local childcare centre. Amara says the assistance she received from KEYS helped create a more positive future for her family.



## CARE COLLECTIVE

Western Sydney Care Collective is a partnership between the Western Sydney Primary Health Network and the Western Sydney Local Health District designed to enable the delivery of value-based health care in the community. Through the Value Based Urgent Care and Cardiology in Community pathways, Western Sydney Care Collective aims to deliver health care that is outcome-focused and patient-centred, and provided at the right time, in the right place.

*"This investment in integrated primary and hospital care presents a unique opportunity to work together as one system in Western Sydney."*

– Ray Messom, WentWest CEO

A Cardiology in Community practice, Healthway Medical Practice, promoting Heart Health Week: Dr Julie Ong, Nurse Donna Datoon, and receptionist, Mirla with WentWest Practice Coordinator, Jake Cronin

## CARDIOLOGY IN COMMUNITY

This year, the first general practices signed up to participate in the Cardiology in Community (CIC) program, with 23 practices now enrolled across Western Sydney. CIC aims to improve the early detection of cardiovascular disease and ensure integrated, coordinated care for the management of atrial fibrillation. The program strengthens participation in screening to improve the identification of people who are at risk of cardiovascular disease, in turn supporting the ongoing management of atrial fibrillation in a general practice setting. CIC is designed to support patients in Western Sydney aged between 45-75 years old who have comorbidities or lifestyle risk factors.

### CASE STUDY

A patient at Hills Family General Practice was given a HeartBug electrocardiogram monitor under the Cardiology in Community pathway which picked up intermittent rapid atrial fibrillation. Atrial fibrillation wouldn't have been picked up using the more usual monitors and staff were amazed at the quick prognosis.

*"This is a truly fantastic outcome. This patient would have ended up in hospital if this had not been picked up."*

– Dr Walid Jammal, Principal GP, Hills Family Practice

## VALUE BASED URGENT CARE

Value Based Urgent Care aims to reduce the number of low acuity conditions requiring 'urgent' treatment presenting to Western Sydney Emergency Departments, through the provision of sustainable, alternative, local patient-centred Urgent Care Service (UCS) centres.

In September 2021, Wentworthville Medical and Dental Centre launched as the first UCS centre in Western Sydney. Behind the scenes, expressions of interests for further UCS centres and preparation for a marketing campaign on a new Urgent Care Line have been underway.

Wentworthville UCS centre statistics:

- 1857 patients treated
- Average wait time: five minutes
- Average treatment time: 16 minutes
- 94.2% of patients were very likely or likely to recommend the UCS centre to a family member or friend
- 97.6% of patients were seen within 40 minutes of arrival

### CASE STUDY

Jackson\* is a four-year-old patient who tripped over a toy during the night and fell on his wrist.

His mum noticed a pussy blister on his hand so took him to see his GP. The GP prescribed antibiotics and ordered an x-ray, which showed a subtle fracture of his wrist. Jackson's mum had heard about the new Urgent Care Service centre to receive treatment.

The UCS team were able to apply a cast to Jackson's wrist and continued to manage Jackson's injury until he was well enough to be discharged back to his regular care GP. Thanks to the UCS, Jackson and his mum avoided having to go to an emergency department.

### MOBILE IMAGING SERVICES

In 2021, the WentWest annual Needs Survey showed a clear need for mobile imaging services in Western Sydney, with 25% of GPs stating that it was difficult (15%) or very difficult (10%) to access x-ray and ultrasound services when visiting patients in aged care facilities<sup>xxx</sup>. Partnering with Mobile Radiology Australia, the Western Sydney Care Collective program now offers bulk-billed mobile imaging services from the comfort of a patient's own home, aged care facility or general practice.

*"We are not only providing accessible community care that eases the burden on ED, but our practitioners now have an opportunity to utilise their clinical training in new ways, participate in urgent pathways, and develop new skills. Our practice is working more closely with colleagues across the Healthcare Neighbourhood and our relationships with external partners, both in primary and acute care, has strengthened as we develop new referral avenues for UCS patient intake and aftercare."* – Urgent Care Service team, Wentworthville Medical and Dental Centre





# PRIMARY CARE REFORM AND TRANSFORMATION



## A ROADMAP FOR HEALTH CARE REFORM

WentWest operates the Western Sydney Primary Health Network (PHN) and is one of 31 PHNs in Australia tasked with improving and coordinating primary health care at a regional level. The pandemic has shown the importance of our work and that of other PHNs in supporting general practice and providers with the effective distribution of personal protective equipment (PPE), rollout of COVID-19 vaccines, and an increase in mental health services.

In May 2022, all 31 PHNs came together as the PHN Cooperative to co-convene a Primary Health Care Leaders' Summit in partnership with the Consumers Health Forum (CHF) of Australia. The Summit brought together national and regional leaders from across the health sector, including consumers from PHN advisory committees, CHF members and representatives from the Australian Medical Association and the Royal Australian College of General

Practitioners. The delegates met with the objective to propel primary health care reform into reality – to speak with one consumer voice, one provider voice, one voice to government and produce a roadmap of action.

WentWest's CEO, Ray Messom, played an instrumental role in the initial vision for the Summit and bringing stakeholders together.

*"When we first embarked on this project, we thought we might get 60 or 70 people in a room to talk about primary health care reform and maybe half of the Primary Health Networks attending. In the end, we had all 31 PHNs attend and more than 30 stakeholder groups, making up more than 200 people. I see this as an inflexion point where we are all saying the same thing about primary health care and all working together on where it needs to go." – Ray Messom, WentWest CEO and Summit Co-Convenor*

The 2022 Primary Health Care Leader's Summit



### PRIMARY CARE TRANSFORMATION

Our teams provide support to partners across the primary care sector to ensure that they have the resources and skills to deliver quality, accessible, affordable care to their patients.

This year, we supported 348 general practices in Western Sydney and 64 residential aged care facilities (RACFs). In our annual needs survey to GPs and allied health professionals (AHPs), 47% of GPs rated the support received in improving their practice systems as high or very high<sup>xxvi</sup>.

### PATIENT CENTRED MEDICAL HOME

24 general practices are currently enrolled in our flagship Patient Centred Medical Home (PCMH) program. Our PCMH practices are the practices of the future and create an opportunity to drive collaborative, evidence-based, integrated care across Western Sydney.

### QUALITY IMPROVEMENT

Our Quality Improvement program is implemented by our Practice Development Team (PDT) and Health Intelligence Unit (HIU) and includes team-based approaches, peer review, reflective practice, best practice and data analysis.

The PDT collaborate with practices to understand their needs and areas of improvement to provide them with tools that improve their capacity and capabilities. The HIU supports by providing data-driven quality improvement measures, risk stratification, predictive modelling and structured quality improvement reports.

*"The level of support offered has been very impressive and has helped us implement safer strategies to work in a safe environment during the pandemic." – Practice Manager*

- More than 90% of GPs surveyed use health intelligence reporting to make and drive change in their practice
- 60% say it has had a major or moderate impact on their practice<sup>xxix</sup>



## COVID-19 SUPPORT

### Vaccination Rollout

Continuing to support the rollout of COVID-19 vaccines across Western Sydney, this year we helped general practices and residential aged care facilities (RACFs) deliver:

- **5,807 vaccines through walk-in clinics and practice workforce support**
- **151 in-home and mobile vaccinations**
- **1733 vaccinations within RACFs**

### Multicultural and Refugee Health

Last year was challenging for everyone due to COVID-19 disrupting the lives of our Western Sydney community, especially those who were from culturally and linguistically diverse groups. We worked closely with GPs and local providers to develop and share multi-lingual resources with community members about COVID-19 prevention, vaccinations and mental health support services. Our Multicultural and Refugee Health Facilitator has played a central role in providing support to over 75 general practices to enable them to deliver the best care to refugee patients and has regularly taken part in forums, inter-agency events and working groups to inform refugee health care across Australia.

### Outbreak Management

Our teams have supported COVID-19 outbreak management efforts within RACFs, disability group homes, out-of-home care facilities and residential blocks. Working closely with the Public Health Unit, we established a model to support contact tracing and exposure support for impacted general practices.

Expanding our work distributing personal protective equipment (PPE), we created a PPE packaging and distribution hub with volunteer WentWest staff.

### COVID Support Team

On top of our ongoing involvement in the vaccination rollout and PPE distribution, we established a GP COVID Support Team to help GPs assess and manage their COVID-19 positive patients using the following three-tier support model:

**Triage:** Assisting GPs to triage patients and providing management support and advice

**Advice:** Possible escalation to a specialist for patients who may need additional support due to complexities and/or comorbidities

**Refer:** Referral recommendations as per our Western Sydney COVID-19 HealthPathways and NSW Health guidelines.

In this year's GP and AHP Needs Survey, 62% of GPs indicated that WentWest's COVID-19 communications had helped them navigate their daily challenges around the pandemic<sup>xxvii</sup>.

## HEALTHY AGEING

We established a strong relationship with RACFs during the COVID-19 vaccination rollout and this year formed a Healthy Ageing team to further help address the health care needs of older Australians. The new team is designed to strengthen partnerships between RACFs, GPs and other health care providers to improve access to telehealth care, out-of-hours support and chronic health management initiatives for aged care residents. The team also provide quality training and education opportunities to the aged care workforce.

- **64 RACFs supported by WentWest's Healthy Ageing Team**
- **Cardiopulmonary resuscitation (CPR) training for 200 RACF staff**

## GP PSYCHIATRY LINE

In NSW, there are currently 12.7 psychiatrists per 100,000 people, which is below the national average<sup>xxviii</sup>. This shortage in psychiatrists and rising mental health needs as a result of COVID-19 put additional strain on the mental health system. This year, we commissioned a GP Psychiatry Support Line to help primary care professionals access expert mental health advice to support their patients. The phone line connects GPs in Western Sydney to psychiatric advice so that they can best support their patients with mental health diagnosis, investigation, medication issues and mental health management.

## PHARMACIST IN GENERAL PRACTICE

This year, we embedded nine pharmacists across 20 PCMH practices under the Pharmacist in General Practice Program. Working collaboratively with GPs and other practice staff, the pharmacists provide medication reviews and advice for patients, conduct clinical audits and help minimise medication-related problems.

## PaRIS

This year, WentWest was chosen to conduct the international Patient Reported Indicator Survey (PaRIS) project on behalf of the Australian Commission on Safety and Quality in Health Care (ACSQHC) and the Australian Government Department of Health and Aged Care. PaRIS is an Organisation for Economic Cooperation and Development initiative surveying chronic health data across over 20 countries. The project aims to create a standardised methodology and data set that can be used to accurately compare the health outcomes of patients. In Western Sydney, 25 general practices have been recruited to date.

*"As a leader in the collection of consumer experience information and in driving health system reform, WentWest is an ideal partner in this collaboration."*

*– Catherine Katz, Director Inter-Government Relations, ACSQHC*



WentWest staff volunteers at our COVID-19 PPE Packaging Facility

The PaRIS team

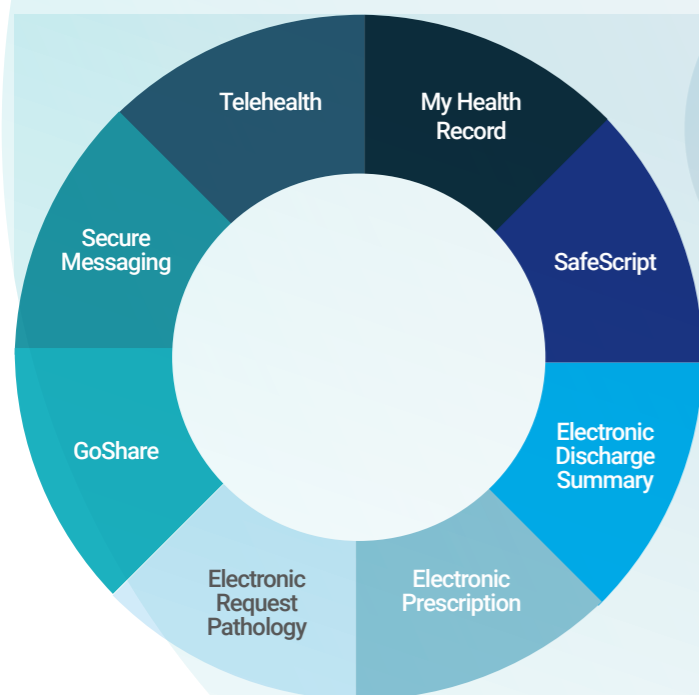




## DIGITAL TOOLS

COVID-19 has changed international approaches to remote care and digitalisation, and our digital health team has been at the forefront of progressing new tools in our region. To assist practices provide continuous, patient-centred care to patients, we have expanded our digital portfolio and offer practices access and training to the following tools:

### DIGITAL TOOLS



### HealthPathways

2022 marks 10 years of our HealthPathways partnership with the Western Sydney Local Health District and Sydney Children's Hospitals Network. In that time, 602 pathways have been published for health professionals to access localised information on how to assess and manage medical conditions and refer patients to local services. Over 80% of GPs utilising the platform report that it has a moderate to very high impact on their ability to access clinical practice guidelines<sup>xxx</sup>.

- **COVID-19 Active Case Management: 8614 pageviews, 1189 users**
- **COVID-19 Referrals: 4163 pageviews, 836 users**
- **Antenatal – First Consult: 2107 pageviews, 494 users**

This year, the top three pathways were:

*"My patient is in recovery from a surgery that probably saved her life." – Dr Aurora Yu*

### CASE STUDY

Dr Aurora Yu is a general practitioner at Hills Family General Practice and has used HealthPathways since it was first launched. Dr Yu uses HealthPathways daily to check local hospital referral procedures, stay updated with the latest disease clinical advice, and provide information resources for her patients.

*"The patient I was seeing was in the post-menopausal age group, had a strong family history of heart disease and had unstable angina when exercising. The patient wanted to go through the public health system, so I checked on HealthPathways to find a suitable referral option for a local cardiology clinic. Because my patient was communicative and following advice, she didn't fit the criteria to go to an emergency department, but she needed help and was worried about her condition deteriorating. Looking on HealthPathways, I found a section on urgent cardiology assessments and was able to connect the patient to a cardiology rapid access and stabilisation clinic. Her tests identified major issues and they realised she needed open-heart surgery. This is a local urgent care service I would never have known about if it wasn't for HealthPathways. Having access to localised clinical knowledge is invaluable."*

## SOCIAL IMPACT



### SOCIAL IMPACT

One of our key approaches to elevate our social impact is by strengthening our relationships within the Western Sydney community. We partner with consumers who understand the experiences of using primary care services. Since early 2022 we have been purposefully recruiting volunteer WentWest Health Consumer Advisors (HCA) and now have twenty individuals who are being inducted into the role WentWest plays in Western Sydney. These HCAs are being connected to some of our program leads, aiming to bring the consumer

experience in to how we co-design models of care that best serve the Western Sydney community.

We are developing close relationships with our First Nations communities through ongoing relationship building focused on accommodating goals that are important to the community. WentWest is also a monthly participant in the Western Sydney Rainbow Connection as part of our collective purpose to understand and support this community.

We regularly attend events with our Aboriginal providers and culturally and linguistically diverse community groups, however, our move to Innovation Quarter has provided a new space to share innovative ideas and drive forward community-led change.

*WentWest staff and community guests at a Reconciliation Action Day event at iQ*





# OUR PEOPLE AND CULTURE

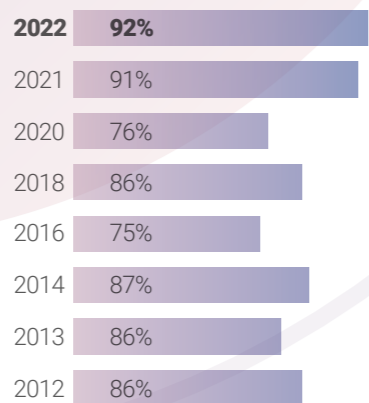
## OUR CULTURE

2022 marks 20 years of our staff serving the Western Sydney community. Our culture has evolved during that time and we're proud of our positive workforce of passionate, innovative individuals. Since 2012, our mission to improve health system reform has remained the same, but our projects, programs and partnerships have expanded dramatically. In this year's benchmarking survey, 97% of staff agreed with the statements, 'my organisation is innovative, progressive, proactive and dynamic' and 'my organisation is striving to create change'. As our scope has broadened, our culture has evolved.

We have become more adaptable, agile, resilient and innovative as an organisation, and we are incredibly proud of our team of talented and diverse people who are passionate about making lasting and tangible impact.

*"WentWest is a fantastic place to work. The people I work with are committed and focused on achieving our shared goal."*

The 2021/22 WentWest PHN Benchmarking Survey showed that over 92% of staff think WentWest is a 'truly great place to work'.



This is an increase of 15% over the past two years.

- 97% are very optimistic about the organisation's future
- 94% feel WentWest provides a friendly work environment
- 92% - 'the work I do is something I am proud of'
- 91% - 'my organisation has strong, effective teamwork'
- 91% - 'my organisation is flexible, adaptable and embraces change'
- 95% - 'my organisation has an environment where staff feel valued, encouraged and appreciated'

## LEADERSHIP

This year we launched our Ignite Leadership Program which was created specifically for WentWest's leaders. The program consists of seven leadership labs that focus on specific leadership capabilities. Each lab runs for six weeks and leaders take part in a range of structured weekly activities to learn and embed new leadership practices. So far, our leaders have completed five learning labs and this year's survey results show that 74% of employees see their manager as a role model and 87% think their manager 'acts quickly to stop small problems becoming large problems'.

The seven learning labs:

- My Leadership Impact
- Managing and developing individuals
- Building high-performing teams
- Strategic and enterprise thinking
- Leading through change
- Fostering resilience and wellbeing
- Driving innovation

*"It really solidified my leadership and where I am doing well and where I can focus and improve." - Ignite Leadership Program participant*

A fresh start at our new office in Westmead



## WELLBEING

Our wellbeing committee, the Positive Edge group, have had a busy year supporting the wellbeing of our staff through COVID-19 lockdowns, the transition back to a hybrid model in the office, and the move to our new premises at Innovation Quarter. From trivia to book club, flexible hours and working from home options, we've tried to build a sense of community amongst our staff and provide everyone with the flexibility to perform at their best.

This year we extended our Employee Assistance Program (EAP) to support staff in general practice and residential aged care facilities and their families, as well as to our commissioned providers if they didn't already have access to an EAP of their own. Our EAP provider offers coaching, remote and in-person appointments, webinars, and educational articles and videos on managing stress, finances, nutrition, mental health, relationships and the impacts of COVID-19.

- 100% of staff are using remote working
- Employees rate their wellbeing 4.13 out of 5

## RECOGNISING OUR STAFF

We're fortunate to have a dynamic team of committed staff and recognising everyone's achievements through our strategic recognition program is important to ensure staff feel respected, have a greater sense of purpose and strengthen relationships. We regularly celebrate staff successes in staff meetings, our employee spotlight and career in focus series, and through peer recognition. This year we also expanded our long-service leave as a thank you to staff who have been with us for five years or more.

*"There is flexibility in all aspects and great collaboration between teams – everyone wants to help work towards a unified vision."*

## FRESH START

In May 2022, we moved into a new purpose-built home at Innovation Quarter (iQ) in Westmead. This strategic move to the centre of Westmead's Health Precinct has allowed us to broaden our impact and connection to partners and the community and provided staff with bespoke spaces that promote collaboration and creativity. We now have a range of meeting and workspaces with built-in technology solutions that reflect our fluid and dynamic working requirements.

Our new offices are designed to support the wellbeing of our staff and the health of the planet, with iQ boasting a 5-star Green Star rating, 5-star NABERS Energy rating, 4-star NABERS Water rating, and Silver Well Shell and Core certification.

- 97% of staff feel that the organisation provides good physical conditions of employment (up from 77%!)
- 97% feel 'during the past year, there has been an improvement in the organisation's services and facilities'

WentWest's new collaboration space at Innovation Quarter, Westmead





# FINANCE QUALITY GOVERNANCE

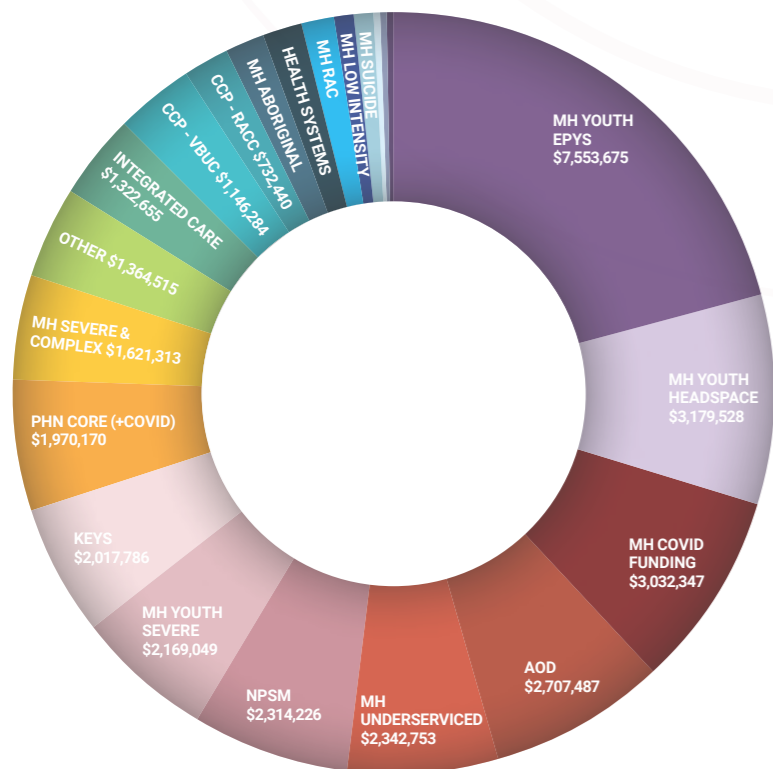
## FINANCE

This year we provided more funding to services in Western Sydney than ever before, investing \$36,493,480 in commissioned services to improve the health of our Western Sydney community, of which \$21,912,985

supported mental health initiatives. The funding has supported 122 commissioned service provider contracts and 110 Primary Mental Health Care contracts. Our advancements to technology

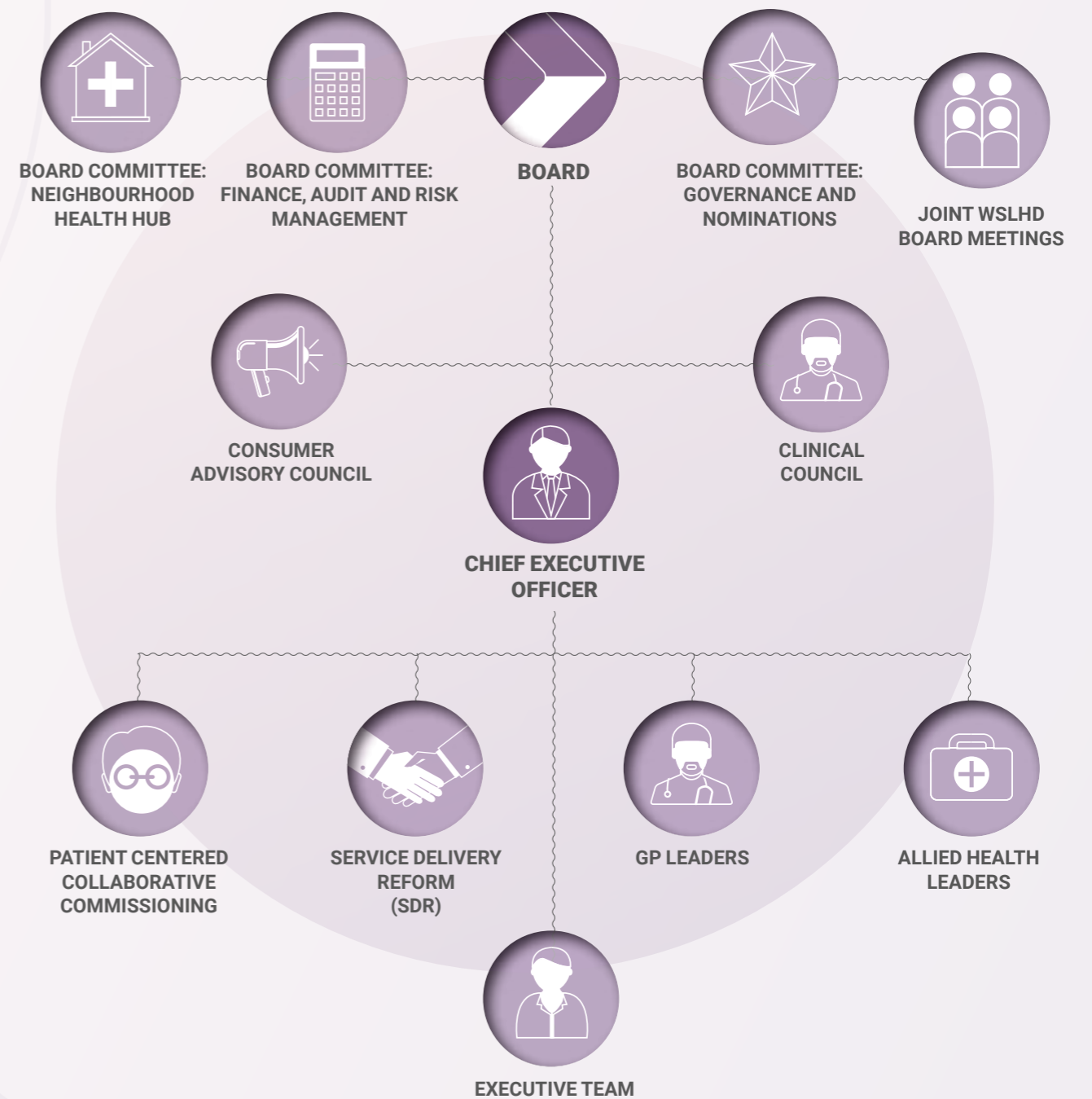
and implementation of quality frameworks have ensured that we remain accountable to our partners and donors and we are constantly seeking to improve the efficiency of our systems and processes.

## COMMISSIONED CONTRACTS AND GRANTS 2021-2022



- MENTAL HEALTH (MH): YOUTH SERVICES EPYS \$7,553,675
- MH: HEADSPACE \$3,179,528
- MH: COVID FUNDING \$3,032,347
- ALCOHOL AND OTHER DRUGS (AOD) \$2,707,487
- MH: UNDERSERVED GROUPS \$2,342,753
- NATIONAL PSYCHOSOCIAL SUPPORT MEASURE (NPSM) \$2,314,226
- MH: YOUTH SEVERE \$2,169,049
- KIDS EARLY YEARS (KEYS) NETWORK \$2,017,786
- PHN CORE (+COVID) \$1,970,170
- MH: SEVERE AND COMPLEX MENTAL ILLNESS \$1,621,313
- OTHER \$1,364,515
- INTEGRATED TEAM CARE (ABORIGINAL) \$1,322,655
- COLLABORATIVE COMMISSIONING PROGRAM (CCP): VALUE BASED URGENT CARE \$1,146,284
- CCP: RAPID ACCESS TO CARE IN COMMUNITY \$732,440
- MH: ABORIGINAL \$627,731
- HEALTH SYSTEM IMPROVEMENTS \$602,776
- MH RESIDENTIAL AGED CARE \$473,337
- MH: LOW INTENSITY \$451,041
- MH: SUICIDE PREVENTION \$355,580
- CCP: JOINT DEVELOPMENT \$261,022
- AFTER HOURS \$123,822
- MH: THE WAY BACK \$106,633
- INTEGRATED CARE AND OTHERS \$8,821
- CCP: CARDIOLOGY IN COMMUNITY (CIC) \$8,493

## GOVERNANCE STRUCTURE





# OUR 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. She is a member of the GP Synergy Board and the RACGP NSW & ACT Faculty Council and has recently concluded a ten-year term on the Western Sydney Local Health District Board. Diana is a Conjoint Professor in the Department of General Practice, University of Western Sydney, and former Chair of the NSW & ACT PHN Council, the Agency for Clinical Innovation's General Practice Advisory Group and Chair of the NSW Health's General Practice Advisory Council. Diana is also a past member of the RACGP, GPET and AMLA Boards, and has a long involvement in reform initiatives intended to build strong, integrated and equitable primary health care.

**Special responsibilities:** Board Chair. Ex-officio Member of Finance Audit and Risk Management Committee, Governance and Nomination Committee and Neighbourhood Health Hub Committee.



## MR STEVEN ADAMS

**Qualifications:** AdvDip Business Management, FAICD

**Experience and expertise:** Steven is a senior professional with a background in engineering, construction, defence industry, vocational education, health and community enterprises. He has widely diversified skills across industry, government and community and is highly respected for his commitment and ethical approach to engagement of all parties across these sectors. As he 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 are as an Independent Director on the boards of Hunter Primary Care Ltd and NSW Aboriginal Housing Office and President of the Itji-Marru Aboriginal Education Consultative Group, with former appointments at Empowered Communities, NSW Indigenous Chamber of Commerce and Engineers Without Borders Indigenous Advisory Board.

**Special responsibilities:** Member of Governance and Nominations Committee and Neighbourhood Health Hub 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 World Health Organisation's Roster of Digital Health Experts and an Executive Consultant in Digital Health at JP Consulting. He is an Adjunct Associate Professor at RMIT University and an Adjunct Professor at the Royal College of Surgeons in Ireland.

**Special responsibilities:** Member of Finance Audit and Risk Committee.



## EMERITUS PROFESSOR TIM USHERWOOD

**Qualifications:** BSc, MD, MB BS, FRCGP, FRACP, FAICD, DMS

**Experience and expertise:** Tim is Emeritus Professor of General Practice at the Faculty of Medicine and Health, The University of Sydney; Honorary Professorial Fellow at the George Institute for Global Health; and Consultant Emeritus at Westmead Hospital. Tim practiced in community-controlled Aboriginal health for almost 20 years and was Chair of the General Practice and Primary Care Committee of the Medical Benefit Schedule Review. He currently chairs the Clinical Intervention Advisory Committee of NPS MedicineWise. He has a strong record in research and education and has published over 200 refereed research papers on a variety of topics relating to chronic disease and primary care. Tim 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.



## MS LINDSAY CANE AM

**Qualifications:** B Pty, BSc, MHPEd GAICD

**Experience and expertise:** Lindsay is an experienced Company Director, CEO and industry leader in not-for-profits, sporting organisations and private sector businesses. She holds non-executive directorships with WentWest, the Society of Hospital Pharmacists Australia and the Confederation of Australian Sport. Lindsay is the Project Director for Royal Far West's (RFW) \$350 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 at the NSW Hospital Planning Authority and the Australian Council on Healthcare Standards. 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. Chair of the Neighbourhood Health Hub Committee.



## ADJUNCT PROFESSOR ANNE-MARIE FEYER

**Qualifications:** BA (Hons) PhD GAICD

**Experience and expertise:** Anne-Marie Feyer has more than 30 years' experience in public health research and policy, with experience spanning private and academic sectors. As a Senior Partner at PricewaterhouseCoopers (PwC), she established the Firm's Health Advisory Practice. Prior to joining PwC, Anne-Marie held senior academic appointment in public health in Australia and New Zealand. Since retiring from PwC, Anne-Marie works independently at the interface between research and policy, working with several health research centres and state health departments. She chaired the Health Workforce Taskforce, led the state-wide evaluation of the Chronic Disease Management Program in NSW and co-led the Independent Review of Medical Intern Training for AHMAC. Currently, Anne-Marie is an advisor to the Ministry of Health Collaborative Commissioning Initiative, she is the co-chief investigator on the Lumos Data Linkage Program and is an adjunct professor at the University of Technology, Sydney.

**Special responsibilities:** Chair of Governance and Nominations 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 team have been leaders in the Commonwealth's Health Care Home initiative and the NSW Integrated Care Demonstrator project. He is heavily involved in health reform, being appointed as Co-Chair of the Commonwealth's Primary Care Reform Steering Group.

**Special responsibilities:** Member of Finance Audit and Risk Committee.



## 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 to boards on corporate governance and board performance. Caroline is a community member of the Board and has a special interest in bioethics and medical regulation. She is a Councils Member on the Australian Professional Standards Councils and is a member of the Professional Standards Committee of the Actuaries Institute.

**Special responsibilities:** Member of Finance Audit and Risk Management Committee. Member of Governance and Nomination Committee and Neighbourhood Health Hub 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 of finance, and has sat on 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 and a life member of the Urban Institute of Australia. He was awarded a Member of the Order of Australia in 2009 and made an honorary Fellow of Western Sydney University in 2016.

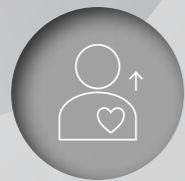
**Special responsibilities:** Chair of Finance Audit and Risk Management Committee. Member of Governance and Nomination Committee.





# OUR PARTNERS

## PARTNERS



# REFERENCES

For a full list of references for this report go to [wentwest.com.au/annual-review](http://wentwest.com.au/annual-review)

\*All names used in case studies have been used with consent or have been changed to protect their identity

