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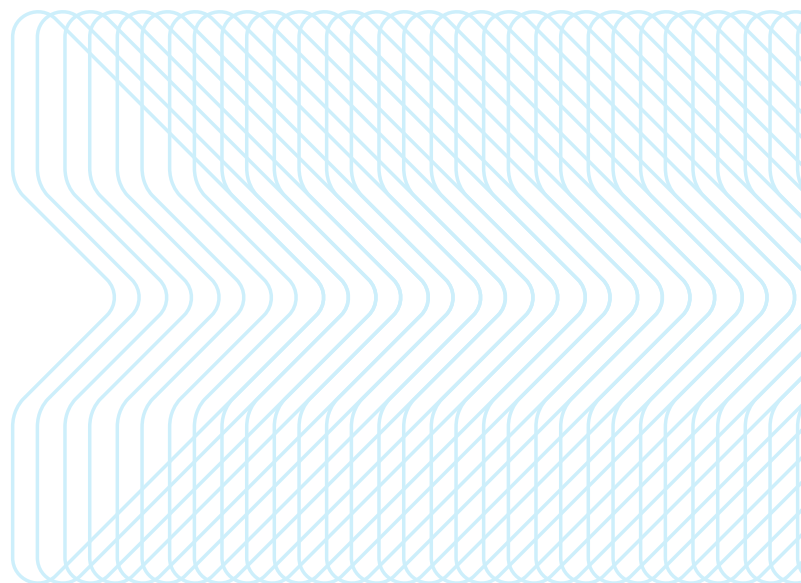
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WORKING IN

OUR COMMUNITY

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



# WELCOME

## WELCOME TO THE 2018-2019 WENTWEST YEAR IN REVIEW: WORKING IN OUR COMMUNITY

Community is at the heart of everything we do as a Primary Health Network, from the way we commission services, to our enduring partnerships both locally and nationally; all the way to our internal culture.

This Year in Review highlights the many achievements that have been accomplished over the period and acknowledges the extraordinary support we receive from our widespread network of stakeholders, including the local community, primary care professionals and partners.

The theme of this year's Review is 'Working in our Community' and throughout the pages of this document you will find not only evidence of our commitment to working across western Sydney to deliver the very best health care services we can, you'll also have the opportunity to read about the real impact these services are having in the community.

2018/2019 was a year of immense change within our organisation as we said farewell to our long-standing CEO Walter Kmet and welcomed Ray Messom into the role in early July 2019. We would like to thank everyone for their support this year, and we look forward to continuing our mission to work in partnership with our stakeholders to provide healthier communities, empowered individuals and a sustainable health care workforce and system.

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## CHAIR'S WELCOME

This year has been one of incredible growth and change for WentWest as we continually strive to identify and address community health needs, build strong partnerships, and advance our commissioning capacity to ensure patient access, service quality and provider capability are all strengthened.

It was also a year in which, in early March 2019, WentWest's CEO of seven years, Walter Kmet left WentWest to take up a new role as CEO of Macquarie University Hospital and Clinical Services. Staying true to WentWest's longstanding mission and values, Walter's leadership was characterised by a clear vision, relationships forged through consultation, collaboration, partnerships, and innovation through system re-design underpinned by the evolving international evidence-base.

With Walter at the helm, the scope and depth of WentWest operations steadily increased, while as the Western Sydney Primary Health Network, the organisation continued to meet and exceed its contractual obligations to the Commonwealth and other agencies. On behalf of the WentWest Board and staff, I thank Walter for his outstanding contribution to western Sydney, to WentWest and to health system reform.

In July 2019 we were delighted to welcome Ray Messom to the role of WentWest CEO. Ray previously headed up the NSW Ministry of Health's System Information and Analytics Branch. He brings an in-depth expertise in Health and Business Economics, Health System Performance, Informatics and Analytics to the organisation: all skills which are critical to the next phase of health system reform - and to the evolution of PHNs. Ray is ideally placed to build and expand on the great work done by our previous CEO and the strong WentWest team.

The theme of this year's Year in Review is 'Working with our Community', a tenet that remains at the core of everything we do as a primary health network. Our Mission remains to lead integrated care towards better health, equity and empowerment for our western Sydney communities and the health professionals who care for them.

Commitment to the principles of the Patient Centred Medical Home and the Health Care Neighbourhood remain central to WentWest's work, as the health care system gradually re-aligns itself away from volume towards value, and away from fragmentation towards a more integrated approach based on value for money and the needs of individuals and communities.

This Year in Review hopefully gives you an overview of the year's endeavours, and some sense of whether we are on the way to achieving our goals.

So many people have contributed to the gains made over the last year: the many consumer and community groups involved in advisory roles and co-design processes; the members of our Clinical and Consumer Councils; our GP Leaders Group, our partners and collaborators; and of course, WentWest's wonderful staff members. Sincere thanks also to our Board members who bring their diverse expertise to bear on the strategic directions, evolution and the continuing oversight of the organisation.

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

# CEO'S WELCOME

I have always admired the work of WentWest. Whether that be working with partners to lead better system integration, empowering the western Sydney community, seeing beyond the here and now to what the future might look like or being a voice for the most vulnerable in society. I am honoured to be taking up this leadership role with such a dedicated and passionate team.



Firstly, I would like to acknowledge the work of outgoing CEO, Walter Kmet, whose deep commitment and leadership towards addressing the health care needs of western Sydney over the past seven years has placed WentWest as a national leader. His legacy is a powerful one that can be seen within WentWest, across the wider western Sydney community and in the role WentWest has played and will continue to play in national health reform.

Our service commissioning area continues to grow, delivering on the principals in our commissioning framework, which has an emphasis on provider engagement and co-designing services with consumers and the wider community. This past year almost \$30M has been put back into the western Sydney community via our commissioned contracts and we're already witnessing tangible differences in service delivery and quality outcomes for both consumers and health care professionals.

Our support of general practice and allied health continues to grow with our practice support teams reaching out to more health professionals than ever and our HealthPathways team leading the way with access to close to 500 up-to-date, individualised care pathways. Our Health Intelligence Unit is also playing a key role in the shift away from focusing on inputs and activities, to delivering what matters to consumers - outcomes and value. It is clear to me that the work WentWest has done and is initiating is innovative and impactful.

We are committed to our partners. We strive to deliver 'one health system' with those partners so that consumers can benefit and access the services they need, when and where they need them. Our partnerships with the Western Sydney Local Health District, the Sydney Children's Hospital Network and many others are breaking new ground as we look to scale many of the successful innovative models of care we have piloted. Thanks also to the support of the Clinical and Consumer Councils for their ongoing commitment.

I look forward to leading WentWest over the next horizon. I am fortunate to be surrounded by a team that is focused, determined and passionate about supporting the community of western Sydney to achieve the best possible outcomes. Whether it be strategic planning, innovative staff engagement programs, a thriving presence on social media or the introduction of new platforms to streamline all aspects of the business, it is an exciting time to be part of, or working alongside WentWest, as this Year in Review demonstrates.

Finally, I would like to express my thanks to the Senior Management Team and Board for their support during my first few months in the role. In particular, I would like to thank Professor Di O'Halloran as the Chair for her guidance, encouragement and strategic insights.

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

# TRANSFORMING PRIMARY CARE

## WORKING IN PARTNERSHIP

### BUILDING HEALTHIER COMMUNITIES

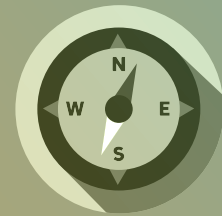


#### EXCELLENCE

BE THE BEST WE CAN BE

#### WORKING WITH OUR COMMUNITY

COMMUNITY IS AT THE HEART OF EVERYTHING WE DO AS A PRIMARY HEALTH NETWORK. WE LISTEN, WE HEAR, AND WE SHARE. WE BELIEVE IN RECOGNISING THE VITAL ROLE THAT LOCAL COMMUNITIES AND PARTNERS PLAY IN ALL ASPECTS OF OUR ORGANISATION.



#### LEADERSHIP

INSPIRE ACTION



#### RESPECT

UNDERSTANDING OTHERS



#### EQUITY

ACTIVELY OVERCOME BARRIERS



#### CREATIVITY

CHALLENGE CONVENTION

## OUR VALUES



# OUR VISION

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

# OUR MISSION

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

## STRATEGIC FOCUS

- Consumer Centric Shared Values
- Strategy Development and Innovation
- General Practice and Primary Care Development
- Strengthening Partnerships and Developing Workforces
- System Enablers and Scalable Infrastructure
- Organisational Excellence

## HEALTH PRIORITIES

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

## QUADRUPLE AIM



### PATIENT EXPERIENCE OF CARE

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



### QUALITY AND POPULATION HEALTH

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



### SUSTAINABLE COST

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



### IMPROVED PROVIDER SATISFACTION

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



## CONSUMERS & COMMUNITY

Serving the health care needs of the western Sydney community is at the core of everything we do at WentWest (WSPHN). Whether it be our focus on improving Aboriginal and Torres Strait Islander health services, supporting the life-changing work happening via our Thrive@5 program in Doonside; the tangible difference we're making across the mental health sector, or the outstanding work of consumers on our commissioning panels and the Consumer Advisory Council, we are dedicated to listening and learning from the diverse and passionate voices across our community. We then utilise this information and aim to provide much needed services and ensure quality across development, implementation and review.





# CONSUMERS & COMMUNITY

## ABORIGINAL HEALTH

WentWest (WSPHN) is committed to playing our part in delivering health outcomes that are culturally appropriate to meet the needs of the Aboriginal and Torres Strait Islander community.

We have continued to build and develop partnerships with Aboriginal groups and organisations in the western Sydney community. This year saw the establishment of a dedicated Aboriginal Health team within WentWest (WSPHN) to better address the needs of the region and to play an integral part in the direction of the Primary Health Network. Part of this new focus enabled us to roll out cultural awareness training across the region through a series of tailored events. These events enabled us to support our primary health care providers in providing culturally appropriate services for the Aboriginal and Torres Strait Islander communities across the region.

"Too Deadly for Diabetes", one of our commissioned programs, proved to be a great success. Designed to improve health outcomes for Aboriginal and Torres Strait Islanders with Type II Diabetes, the program offered participants the chance to pursue a healthier lifestyle through 10 weeks of exercise, nutrition and education in a nurturing and culturally appropriate environment.



*Above - Attendees at this year's Blacktown Council NAIDOC Week.*

Another highlight of the year was the success of two teams we supported in the NSW Aboriginal Knockout Health Challenge which saw participants lose a combined weight of 200 kilograms in their first five weeks of the program.

We are proud that we continue to ensure our mainstream commissioned programs include an obligation to deliver services in a manner that is culturally welcoming and appropriate for Aboriginal and Torres Strait Islander individuals and families living in western Sydney.

## AGED CARE

The Aged Care program area aims to improve health outcomes of the elderly population in western Sydney.

In 2018/19, the focus in this area was the "Still Standing Program", a falls prevention service for older people in the Blacktown Local Government Area.

Aged care services commissioned by Western Sydney Private Health Network have reduced service gaps relating to falls prevention by engaging the elderly in medium intensity group exercises that improved their fitness and reduced their falls risk.

The program also delivered education sessions about falls prevention and promoted fitness by encouraging older people to exercise at home - this was achieved through self-management education and the provision of cost-effective exercise equipment that can be used at home.

## CHILD AND FAMILY

Events and experiences during the first two thousand days of life are an incredibly strong predictor about how a child will learn in school and develop throughout life. Research shows that negative experiences during this time can also be linked to increased drug and alcohol misuse later in life, along with obesity, elevated blood pressure and depression in 20-40-year old's. It is also predictive of coronary heart disease and diabetes in 40-60-year old's and related to premature ageing and memory loss in older age groups.

### ABORIGINAL AND TORRES STRAIT ISLANDER HEALTH



**\$2.6+M**  
IN FUNDING FOR ABORIGINAL  
AND TORRES STRAIT ISLANDER  
HEALTH SERVICES

**52** INDIVIDUALS  
RECEIVED INITIAL  
ASSESSMENTS AND EXERCISE  
PRESCRIPTIONS

**20** ENROLLED  
PARTICIPANTS ATTENDED  
8 OR MORE SESSIONS



**75**  
HEALTH PROFESSIONALS  
ATTENDED CULTURAL  
AWARENESS TRAINING IN  
EARLY 2019

**71.43 %**  
OF PARTICIPANTS RATED  
THEIR CONFIDENCE IN  
MOBILITY AS 'ABOVE  
AVERAGE' OR 'GOOD' AFTER  
THE PROGRAM IN 2018

**93.75 %**  
OF PARTICIPANTS THAT  
COMPLETED THE PROGRAM  
IN 2018 REPORTED THAT  
THEY HAVE NOT HAD A  
FALL SINCE THEIR INITIAL  
ASSESSMENT



### AGED CARE



Our work in this area is about recognising the importance of these first two thousand days and developing integrated systems that promote the health and wellbeing of all children and families in western Sydney; creating partnerships that address the social and economic determinants of health, ensuring children reach their potential no matter where they live.

### THRIVE@5 IN DOONSIDE

Thrive@5 in Doonside has a range of collaborative programs including, Tiny Tots Talking, Rhyme Time, Paint Doonside REaD, and Books For Bubs; Mini Tots Soccer, Little Possums, Family Fun Days and Healthy Minds Network. Collaborative approaches continue to support children in Doonside to reach their full potential and start school thriving. This year, Tiny Tots Talking has embedded a Speech Pathologist within three local Early Childhood Education Centres to support staff in enriching the language environment of the centres.

Every baby born in Doonside is provided with a book and information about brain development through the Books for Bubs program. Little Possums works within the local school to support children with a Play Therapist and Aboriginal mentor.

### MINI TOTS SOCCER

Mini Tots Soccer, incorporating Story and Rhyme Time continues to go from strength to strength with programs running all year across two terms at Doonside Cottage and

Crawford Public School. This initiative offers children and families a soft entry point into our services, meeting health-related staff in a non-threatening, active and social environment where key developmental milestones can be assessed, and support provided if needed.

Over 80 children a term attended Mini Tots Soccer and Story and Rhyme Time at Crawford Public School and there are now 12 Early Childhood Education staff from Doonside trained in enhancing literacy skills.

### BOOK PROGRAMS

Paint Doonside REaD is another initiative in the Doonside community that encourages parents to read, talk, sing and rhyme with their children so they are ready to learn to read and write at school. There are now over 25 community reading boxes provided through this program, where the community can access a range of books for children.

### LITTLE POSSUMS PROGRAM

Connect Child and Family Services continue to provide the Little Possums Program - a trauma-informed child and family support and integration program in two primary schools. Last year, Little Possums provided 288 play therapy sessions to children in Doonside with 80% of attendees showing increased classroom participation, 40% showed improved school attendance as a result and 70% showed improved learning outcomes.

### IMMUNISATION BIKE COMPETITION

One of our great successes in the Child and Family area has been the WentWest (WSPHN) Immunisation Bike Competition. Celebrating eight years of growth, this program continues to deliver on its mission to improve child immunisation rates across western Sydney.

In collaboration with western Sydney general practices, WentWest (WSPHN) encouraged families to immunise their children. Every child who was immunised at a participating practice between October 2018 and January 2019 was eligible to enter the draw to win one of 24 bikes and a helmet. This year's campaign saw over 175 general practices participate across western Sydney, collectively immunising 2,725 children region-wide. Since the competition was introduced in 2011, the initiative has seen a continued increase in participating practices and over 10,000 children immunised.



Above - Paint Doonside REaD.



**288** PLAY THERAPY  
SESSIONS TO CHILDREN IN  
DOONSIDE THROUGH LITTLE  
POSSUMS PROGRAM



**10,000+**  
CHILDREN IMMUNISED SINCE  
2011 VIA THE IMMUNISATION  
BIKE COMPETITION



**80+** CHILDREN A TERM  
ATTENDED MINI TOTS SOCCER  
AND STORY AND RHYME TIME AT  
CRAWFORD PUBLIC SCHOOL

### LITTLE POSSUMS

Helping the young lives of children  
in Doonside.

# MENTAL HEALTH

## ALLISON KOKANY CONSUMER SCHOLARSHIP

To honour the advocacy work and legacy of Allison Kokany, WentWest as the Western Sydney Primary Health Network launched the Allison Kokany Consumer Scholarship in January 2019. This scholarship acknowledges the influence Allison had on the mental health care arena and provides an opportunity to nurture and grow the next generation of mental health advocates across western Sydney by providing a professional development opportunity to improve their professional skill set.

Ian Hoffman, a consumer and systemic advocate for mental health services in western Sydney was awarded the 2019 Scholarship.

Ian is also an active member of the WentWest (WSPHN) Consumer Advisory Council as well as a consumer representative for the western Sydney Local Health District and Parramatta Mission. Ian has also worked for 15 years as a social justice advocate.

On being awarded the Scholarship, Ian said, "I am extremely honoured to be the first recipient of the Allison Kokany Scholarship which I am using to complete the Graduate Certificate in Consumer and Community Engagement course.

I was fortunate enough to work with Allison on local mental health activities and completing this course has allowed me to continue my work within the mental health sector and the wider community.

I feel extremely fortunate that this opportunity has been made not only to the progression of my career and exposure to professional relationships in both mental health and health services, but also celebrate WentWest (WSPHN)'s commitment to the Scholarships' future in supporting other careers in Allison's name".



"I AM EXTREMELY HONoured TO BE THE FIRST RECIPIENT OF THE ALLISON KOKANY SCHOLARSHIP."

IAN HOFFMAN



# ABORIGINAL HEALTH

## LITTLE POSSUMS

**Little Possums provides culturally sensitive support through Aboriginal mentoring and play therapy. The program's approach is to adopt a strength-based healing to empower individuals participating.**

Children attend these play therapy sessions, whilst their families receive support over the phone and face-to-face to address their concerns, struggles, strengths and support.

Siblings are also included where carers are struggling with attending to their needs. An Aboriginal mentor helps the children to connect to culture and community to support identity and a sense of belonging.

The play therapist and the Aboriginal mentor work alongside the school's Aboriginal Education Officer to ensure that appropriate cultural protocol is followed in the healing process through expressive therapy sessions. They also discuss the most helpful and appropriate supports needed for the family.

Little Possums organises two family fun days during each school holiday period which are focused on cultural activities to socially connect families from both schools and establish stronger relationships into the wider community.

Entry into the program is informed by a selection criterion, which includes an assessment of trauma behaviours, and information obtained from the schools' learning and development team.

CULTURAL  
IDENTITY AND  
A SENSE OF  
BELONGING



## MENTAL HEALTH

### WESTERN SYDNEY PARTNERS IN RECOVERY

After six successful years, the Western Sydney Partners in Recovery (WSPiR) program concluded in June 2019, formally transitioning into the National Disability Insurance Scheme (NDIS).

WSPiR was a program that strengthened partnerships and built better links

between various clinical and community support organisations responsible for delivering services for people with severe and persistent mental illness who have complex needs. Over the past year the program received 218 referrals and was facilitated by 40 staff across the PHN and five service providers in western Sydney.

WSPiR achieved its mission to facilitate better coordination of clinical and other supports to deliver “wrap around” care,

individually tailored to the person’s needs and improved referral pathways that facilitate better access to the range of services and supports available within the community. The legacy of this important program will be felt across western Sydney for many years to come and WentWest (WSPHN) would like to acknowledge and thank all our partners for their hard work over the past six years.



## MENTAL HEALTH

WSPHN addressing the needs of mental health in western Sydney.

### PSYCHIATRIC LIAISON SERVICE (PC-PLS)

With Flourish Australia, we are entering the third year of the provision of consultant psychiatry liaison support embedded in primary care to support general practice teams and GPs within the western Sydney region.

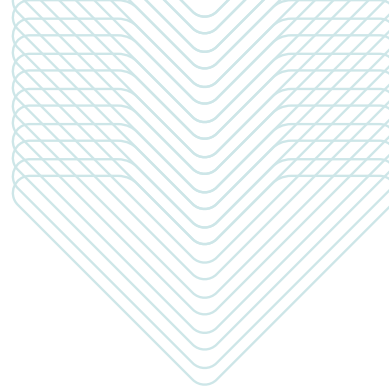
Mental Health services co-designed and embedded into Primary Care with alignment to the Patient Centred Medical Home and Health Care Homes models, which includes:

- a) 4 hours/day consultations with up to 8 patients;
- b) 3.5 hours/day consultations with up to 6 GPs and practice staff.

All of this working in a team-based model of care in the practice to:

- a) Develop a support network for patients and practices;
- b) Education and upskilling of practice staff;
- c) Support and assist with peer workforce in the primary care setting.

The services are bulk billed by the psychiatrist at no cost to practices or patients. Services commissioned will offset cost of service delivery not covered by Medicare. Appropriate GP and General Practice staff consultation, upskilling and networking to address local and community support – which can avoid inappropriate hospital admissions.



*Left - Mental Health WSPH End of Program Lunch*

### **CALD MENTAL HEALTH LITERACY AND SUICIDE PREVENTION**

Since May 2016, WentWest (WSPHN) has commissioned CALD (Culturally and Linguistically Diverse) Service providers like STARTTS to focus on delivering psychoeducation and lifestyle/wellbeing group interventions for cultural groups (Hazara, Tamil, South Sudanese, and Arabic) and community members.

This enables them to better identify signs of distress and develop appropriate coping strategies; develop mutually supportive relationships among the group members thus breaking social isolation and ensuring sustainable social support; reduce stigma associated with seeking mental health assistance and increase knowledge and access to a variety of mental health services. The program aims to reach 500 CALD clients from the identified communities each year.

### **BILINGUAL SUPPORT WORKER PROGRAM**

This takes place at Auburn Diversity Services Inc. (ADSi) with two bilingual One Door Mental Health staff embedded there. The project focuses on strengthening coordination, referral pathways and connections between CALD people in Auburn, general practitioners, allied health providers, government agencies, health services and other community services.

It demonstrates proof of concept: that by building and supporting these referral pathways and partnerships, CALD people will increase use of existing Mental Health services.

There is also an improvement of access to referral pathways by the target group from ADSi to GPs and Mental Health services – including PMHC/ATAPs, Community Mental Health services, psychiatric care and related support services. With at least 50 clients per quarter, they also work with carers to help clients engage in support

services, work with the Western Sydney Recovery College to deliver workshops to specific CALD communities and gain a better understanding of why the CALD population in this region remain an underserved group, and how to overcome barriers to existing services.

### **HOSPITAL TO HOME**

Hospital to Home, facilitated by One Door Mental Health, supports people leaving acute care units to successfully reintegrate back into the community, to reduce the risk of re-admission and to reduce the risk of suicide.

Peer workers meet with consumers and their carers and family, (where they are contactable, and with the consumers agreement), during the discharge planning to discuss the support that can be provided and identify the goals each person wants to work towards. Peer Workers provide the service via different modes including face to face, telephone and tele-health services.

They work together with the consumers and help them to set their short to long-term goals, and to record and meet established goals. The emotional support that Peer Workers provide is important in reducing the loneliness that many consumers report and improves their sense of security.

Consumers reported they also valued having access to peer support when they left hospital as many have few friends or family to provide this support. Peer Workers also provide practical assistance including transport to appointments, reconnecting and connecting to a GP, shopping, home visits, telephone peer support, connecting consumer with local community and mental health rehabilitation services, connecting to social activities, support with budgeting and other paperwork, reconnecting with family and other support services to meet each consumers goals.

Peer Workers are available on the phone, so consumers have someone to talk to, someone to listen to them, to be there for them when they feel vulnerable. The Peer Workers support people to re-adjust back to life outside hospital and make getting back to the real world much simpler.

### **HEADSPACE**

headspace is an early intervention program for young people aged 12-25. The program provides access to support and information for a broad range of concerns including mental health, physical or sexual health, drugs and alcohol, counselling services, employment and education.

Support is also available to families and carers. WentWest (WSPHN) has commissioned three headspace services in western Sydney across two service providers.



*Above - Mental Health headspace Forum 2019.*

HEADSPACE EARLY PSYCHOSIS PROGRAM (HYEP)

headspace Early Psychosis Program is a recovery-based service designed for young people who have experienced their first psychotic episode or are at high risk of experiencing psychosis. It supports young people and their families in every aspect of a young person’s life, such as education, employment and relationships. The program is delivered as a cluster (Hub and Spoke model).

WentWest (WSPHN) commissioned a Hub and a Spoke with the second Spoke commissioned by Nepean Blue Mountains PHN.

hYEP is co-located at primary headspace centres. The Mobile Assessment Team from the Western Sydney Hub also services the Nepean Blue Mountains Hub.

YOUTH SEVERE MENTAL HEALTH SERVICES

This is a newly developed service to

service the gap between headspace and headspace Early Psychosis Program (hYEP). An initial 11 months contract has been commissioned with possibilities of continuation based on service uptake.

The proposed service will assist young people aged 12-25 residing in western Sydney, who have, or are at risk of, developing severe mental illness and can be supported in the primary care setting.



536 CLIENTS PARTICIPATED IN THE WSPHR PROGRAM ACROSS THE REGION



37,984 PSYCHOLOGICAL SESSIONS FUNDED



4,301 PAGE VIEWS OF MINDGUIDE, HELPING THE COMMUNITY NAVIGATE MENTAL HEALTH INFORMATION AND SERVICES



6,469 CLIENTS REFERRED TO PSYCHOLOGICAL SERVICES



300+ CALLS TO THE CONNECTIONS WESTERN SYDNEY HELPLINE



100+ REGISTERED MENTAL HEALTH PROFESSIONALS OFFERING SERVICES IN 30 DIFFERENT LANGUAGES

MENTAL HEALTH



Above - Mental Health Matters report launch 2019.





Left - Mental Health support for young people in WSPHN area.



## ALCOHOL AND OTHER DRUGS

Taking an active role in the development of the Regional Plan.



**15** AOD SERVICES  
COMMISSIONED ACROSS OUR  
REGION



**2,601** PEOPLE RECEIVED  
DRUG AND ALCOHOL SERVICES  
FUNDED BY WSPHN

## ALCOHOL AND OTHER DRUGS

### ALCOHOL AND OTHER DRUGS

Commissioning services that make a tangible difference in people's lives to move towards a life that is drug and addiction free is at the core of the work we do in the Alcohol and Other Drugs (AOD) area.

By promoting partnerships with providers working together our program provides funding to NGO's and the Local Health District to provide support, counselling and services to clients that have a substance addiction or misuse issues.

Highlights of the last year include providing funding to local Indigenous lead organisations, the provision of ongoing funding and support to current providers in the region and taking an active role in the development of the Regional Plan. AOD also co-commissioned with Mental Health two activities to address comorbidity of mental health and AOD.

Our commissioned programs also have at their heart a commitment to work across all sectors in the community including CALD, Aboriginal and Torres Strait Islander, young people and people in the juvenile justice system.



Above - Mental Health headspace Forum 2019.





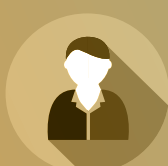
**10** EDUCATION PROGRAMS  
DELIVERED IN 4 DIFFERENT  
LANGUAGES (MANDARIN, HINDI,  
CANTONESE, KOREAN)



**430** INDIVIDUALS  
ENROLLED AND PARTICIPATED IN  
FREE EXERCISE SESSIONS FUNDED  
BY WSPHN



**73** NEW FAMILIES (NEW  
PARENTS) RECEIVED EDUCATION  
SESSIONS ON HEALTHY LIFESTYLE  
FOR PARENTS AND CHILDREN



**3** ACTIVITIES COMMISSIONED  
TO PROVIDE FREE EXERCISE  
AND EDUCATION SESSIONS FOR  
WESTERN SYDNEY COMMUNITY

## CHRONIC CONDITIONS

### CHRONIC CONDITIONS

Chronic Disease Diabetes Support  
Group 2018.



## CHRONIC CONDITIONS

Throughout 2018/19 several projects commissioned by WentWest (WSPHN) in the area of Chronic Conditions have enabled service gaps to be addressed and helped deliver valuable services to the community of western Sydney.

Our Chronic Disease Management program aims to increase western Sydney community awareness on how to prevent and/or manage chronic diseases along with promoting the benefits of a healthier lifestyle through a range of services and activities. Over the past 12 months the focus on programs to tackle the high incidence of diabetes and hepatitis B has resulted in enhanced health literacy and outcomes for the community, particularly for parents and their children.

There has been a renewed focus on promoting healthy lifestyle choices such as exercising and healthy eating and we have continued to deliver education sessions and training activities for healthcare professionals to ensure they can provide the most up-to-date and effective health care to their patients.



Above - Immunisation against hepatitis B for children.

## BEATING DIABETES TOGETHER

The enduring partnership between WentWest (WSPHN) and Western Sydney Diabetes (WSD) continued into this year with several strong initiatives including trialling HbA1c routine testing in general practices which promotes early detection of diabetes and pre-diabetes in the community, allowing better management of both conditions.

The Joint Specialist Case Conferencing (JSCC) initiative had its most productive year to date with both the Blacktown and Westmead WSD clinical teams going from strength to strength.

Another highlight of the year was the rollout of patient-led GP walking groups aimed at preventing and managing type-2 diabetes. GP walking groups are an inexpensive and effective method of encouraging people to increase their physical activity, with walking offering demonstrable benefits for the reduction of weight and diabetes risk.

Since launching these groups have been adopted across the region with the largest group consisting of 27 dedicated members.

## POPULATION HEALTH

### REFUGEE HEALTH

Over the past year the work WentWest (WSPHN) has undertaken in Refugee Health has expanded to meet the growing needs of the region.

WentWest (WSPHN) sees the health of the refugee community as a priority and is building strong relationships with the community and local service providers to assist in improving equity and access to health care.

Several forums and workshops have been held to inform refugees about accessing health care, including the successful "Hello Doctor" health expos held in Mount Druitt and Auburn.

At the end of 2018, the newly created Refugee Health Facilitator role commenced, and is tasked with further improving systems and knowledge of general practices who work with refugee clients.



2,000+

JOINT SPECIALIST CASE  
CONFERENCING (JSCC) CLINICS  
SINCE 2014



200+

GPS INVOLVED IN JOINT  
SPECIALIST CASE CONFERENCING  
(JSCC) SINCE 2014

## BEATING DIABETES TOGETHER



## REFUGEE HEALTH

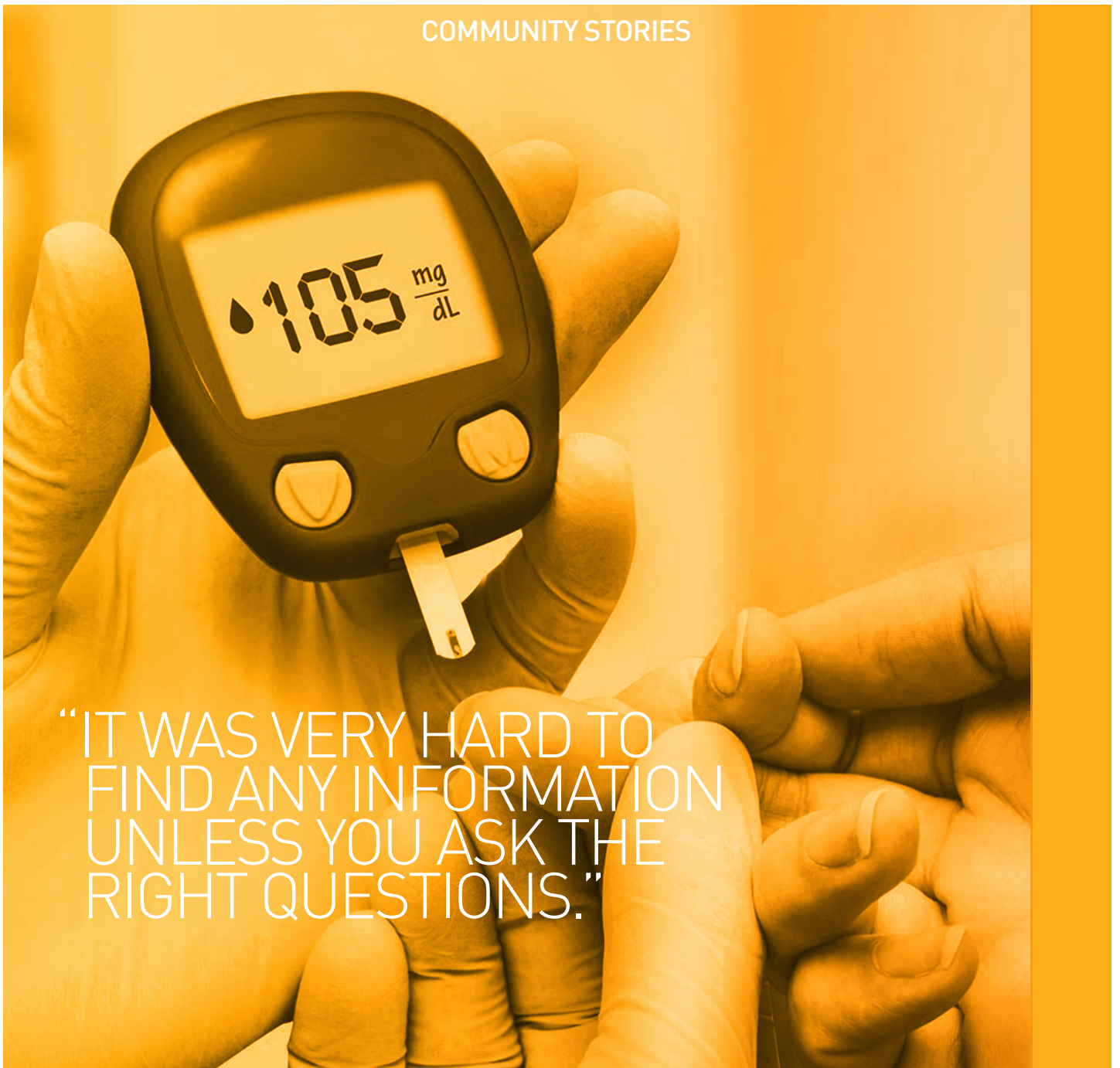
Forums and workshops to better inform refugees about health care.



139

WESTERN SYDNEY PRACTICES VISITED  
BY THE REFUGEE HEALTH PRACTICE  
FACILITATOR

## POPULATION HEALTH



“IT WAS VERY HARD TO  
FIND ANY INFORMATION  
UNLESS YOU ASK THE  
RIGHT QUESTIONS.”

# CHRONIC DISEASE

## WESTERN SYDNEY DIABETES SUPPORT GROUP SUCCESS

Western Sydney is a diabetes ‘hot-spot’ with more than one quarter of the population (approx. 200,000 people) likely to have diabetes or pre-diabetes. The Western Sydney Primary Health Network (WSPHN) responded to these concerning statistics with the establishment of the Western Sydney Diabetes Support Group in 2014, which delivered 49 program sessions until December 2018.

The program encouraged greater consumer engagement, understanding and self-management of diabetes with each session focusing on different aspects of diabetes management including diet, exercise, medication,

foot and eye care, as well as how to access services.

It’s excellent track record of success was proven through the feedback given by participants of the program. “It was very hard to find any information unless you ask the right questions but without knowing the right questions you can’t find the right answers. The Western Sydney Diabetes Support Group made it much easier to understand all the problems associated with diabetes” says Mr Kenneth Murray.

Due to the success of the program it developed into a self-sustained peer-lead model in February 2019.



## COMMUNITY STORIES



“THE  
NAVIGATOR  
HELPED  
WITH  
EVERYTHING.”

# MENTAL HEALTH

## CHILD AND YOUTH MENTAL HEALTH NAVIGATOR PROGRAM

**The Western Sydney After Hours Program launched the Child and Youth Mental Health Navigator Program to assist young people (aged 12 to 24 years) who frequently present to hospital emergency departments for mental health concerns. The Program was created to meet the needs of vulnerable young people who don't meet the threshold for admission to hospital but do require assistance in accessing the right care to help with their mental health challenges.**

The Child and Youth Mental Health Navigator currently works within the Blacktown, Mount Druitt and Westmead Hospitals and help connect

the young person with local services such as a GP, mental health provider, allied health services as well as housing and food providers. Over the last 12 months, the Navigator assisted more than 700 young people connect with appropriate services in our region.

One youth member who received assistance via the Program stated, “The Navigator helped with everything. I mean she helped me get back to school, linked me to a counsellor, a GP and case worker. She even came to the clinic and waited with me. I was struggling a lot with money and she also helped me a lot, giving me food and vouchers to buy food”.

## GENERAL PRACTICE AND PRIMARY CARE DEVELOPMENT

Transforming primary care across western Sydney to have a lasting impact on the community was once again a priority of the General Practice and Primary Care Development team in 2018/19. The HealthPathways team continues to forge ahead with nearly 500 published, individualised pathways now available, Health Care Homes was extended until 2021 with over 1,400 patients enrolled in the program and our Health Intelligence Unit launched ground-breaking dashboard software that streamlines delivery of care for several key stakeholders. The WentWest (WSPHN) Practice Development Team also continued to deliver high quality in-practice support for general practices across the region.



# GENERAL PRACTICE & PRIMARY CARE DEVELOP MENT

AFTER HOURS

Our After Hours program aims to inform the community about the provision of Primary Health Care services during the after hours period, to reduce avoidable Emergency Department visits, by improving the coordination of care, implementing innovative and locally tailored solutions for after hours services based on community needs and working to address gaps in after hours service provision.

Over the past 12 months, the After Hours program has successfully commissioned eight activities that have reduced the gap in after hours child and youth mental health services and improved awareness of available health care services in the after hours period.

These programs have also provided unique Rapid Response services/ Hospital in the Home for residential aged care facilities (RACFs) and built the capacity and competency of health care professionals by providing training programs and education sessions.



PATIENT CENTRED MEDICAL HOME (PCMH)

We continue to partner with and support western Sydney practices on their transformation journey. One of the four key foundational building blocks of the 10 Building Blocks of High Performing Primary Care is Data Driven Improvement. This year we provided eight PCMH practices with a licence to access their own practice data via Qlik – a data visualisation tool supporting ongoing quality improvement activities to achieve improved patient health outcomes.

HEALTH CARE HOMES

In December 2018 the Department of Health announced the extension of the Health Care Homes program for an additional 18 months to 30 June 2021 with an extension to the patient enrolment period to 30 June 2019. Western Sydney has over 1,400 patients enrolled in the program. The extra time that this extension provides will facilitate a more robust evaluation to inform the future of primary care in Australia, as well as allow general practices already participating in the program further time to implement new flexible models or care tailored to the needs of patients. Our team continue to support practices on their transformation journey.

INTEGRATED CARE

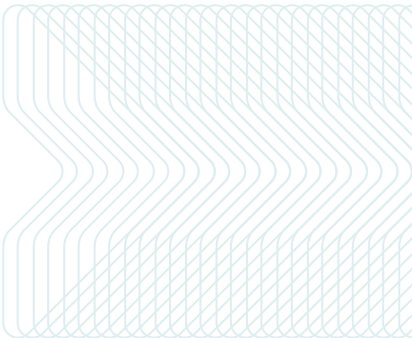
The Integrated Care program, in partnership with Western Sydney Local Health District (WSLHD) continues.

This evolution has included a greater emphasis on patient identification via risk stratification and a deliberate shift towards Integrated Care becoming part of business as usual for all stakeholders.

For higher risk patients a dedicated Care Facilitator partners with General Practice to help navigate the care system, connecting them with the most appropriate services to meet their care needs. Less complex patients will gain access to a wide range of services and self-management supports.



Above - Primary care nurse education event.



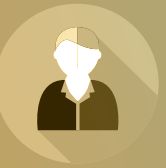
110 GPs RECEIVED CLINICAL EMERGENCY MANAGEMENT PROGRAM TRAINING



31,000 COPIES OF 'AFTER HOURS HEALTH SERVICES FOR WESTERN SYDNEY' BROCHURE DISTRIBUTED ACROSS 21 SUBURBS IN WESTERN SYDNEY



750 OUTREACH MEDICAL SERVICES PROVIDED TO THE PATIENTS IN 5 RESIDENTIAL AGED CARE FACILITIES



2,394 PATIENTS RECEIVED TREATMENT FOR MUSCLES AND SKELETON INJURIES

AFTER HOURS



# INTEGRATED CARE

■ ■ I share the story of a 75-year-old male with a cardiac condition on oral anti-coagulants, diabetes and cirrhosis secondary to drug-induced hepatitis. Following his first session with one of the Integrated Care Program Care Facilitators and when the program was explained to him, the patient felt well supported by both our practice and the multi-disciplinary team surrounding his care needs.

A few days following this, he took the step to contact his Care Facilitator and disclosed a long history of depression complicated by a recent upswing of erratic sleep patterns, and a few emotional breakdowns in the presence of friends. He was not sure exactly where to turn, however, he did finally feel he was supported enough to share the story of his depression.

The Integrated Care Facilitator promptly contacted our Practice Nurse and me and asked that our patient be seen given the concerns he had raised. The patient got an appointment that day, organic contributors to his depressive symptoms were addressed, he was started on appropriate medication with immediate relief of his sleep disturbance and an early psychologist appointment was arranged.

Everyone felt that our patient deserved that little bit extra attention and care because he was part of our Integrated Care Program and because his health situation was fairly delicately poised. I am grateful to the teamwork that ICP has encouraged in our practice. ■ ■

Dr Michael Smith  
General Practitioner  
LeJeune Family Medical Practice

WESTERN SYDNEY  
GENERAL PRACTICE  
PHARMACIST PROGRAM

This program includes a suite of interventions that aim to increase utilisation of the General Practice Pharmacist (GPP) role as an integral part of the patient care team. Pharmacists have a vital role to play in patient care with the biggest impact on medication safety and reduction of adverse drug effects. The Western Sydney General Practice Pharmacy program integrates the GPP into general practice to work as part of the patient care team.

2018/19 saw the continuation of growth in this area with the recruitment of patients into a cluster-controlled trial to evaluate the impact of the project. Three major pharmacy projects were also undertaken in the areas of minor ailments, the cluster-controlled trial and the development of a General Practice Pharmacist training program.

HEALTHPATHWAYS

HealthPathways is an online clinician decision support tool that provides guidance on the assessment, management, and appropriate referral options on a range of conditions. HealthPathways aims to both increase the capacity of primary care to manage conditions in the community and foster improved connections between community and hospital care providers.

HealthPathways are designed to be used at the point of care, primarily for general practitioners but is also available to hospital specialists, nurses, allied health and other health professionals within western Sydney.

After a year of incredible growth, a new mobile friendly platform was launched to great engagement and the Variations of Care study demonstrated high levels of satisfaction with the platform. The HealthPathways team continues to support western Sydney primary care by continually updating our pathways to keep them current and publishing new pathways.

WESTERN SYDNEY GENERAL PRACTICE  
PHARMACIST PROGRAM



2,500  
GENERAL PRACTICE PHARMACIST  
CONSULTATIONS



900  
PATIENTS RECRUITED FOR MINOR  
AILMENTS STUDY



HEALTHPATHWAYS  
Westmead Breast Cancer  
Institute event.



155,000  
INDIVIDUAL HEALTHPATHWAYS  
PAGE VIEWS



33,500  
INDIVIDUAL HEALTHPATHWAYS  
SESSIONS

HEALTHPATHWAYS

# HEALTHPATHWAYS



100%

FOUND THE INFORMATION  
PROVIDED BY HEALTHPATHWAYS  
TO BE OF A HIGH QUALITY

100%

FOUND THE GUIDANCE PROVIDED  
BY HEALTHPATHWAYS USEFUL

97%

HEALTHPATHWAYS HELPED  
WITH MANAGEMENT OF THE  
CLINICAL CONDITION

97%

HEALTHPATHWAYS PROVIDED  
APPROPRIATE AND RELEVANT  
INFORMATION

VARIATIONS  
OF CARE

THE TOP  
**10**  
RESPONSES

90%

HEALTHPATHWAYS WAS EASY  
TO USE

90%

HEALTHPATHWAYS PROVIDED  
INFORMATION I WOULD NOT HAVE  
PREVIOUSLY CONSIDERED

87%

HEALTHPATHWAYS HELPED  
WITH ASSESSMENT OF THE  
CLINICAL CONDITION

90%

HEALTHPATHWAYS HELPED WITH  
DIAGNOSTIC PROCESS

92%

WOULD USE HEALTHPATHWAYS IN  
THEIR CLINICAL PRACTICE IN THE  
FUTURE

84%

WOULD RECOMMEND  
HEALTHPATHWAYS TO A  
COLLEAGUE



## COMMUNITY STORIES



DR WALLY  
JAMMAL

MBBS, FRACGP, DCH M, Health Law

DEBRA  
KAY

Consumer Lead

# SECTOR ENGAGEMENT AND PARTNERSHIPS

## COLLABORATIVE PAIRS AUSTRALIA

**This past year has seen many highlights including our relationship with the Consumers Health Forum of Australia (CHF) where we delivered a unique leadership opportunity for health care professionals and consumers: Collaborative Pairs Australia.**

Collaborative Pairs marks the beginning of a transformation in health leadership, one where consumers and service providers work in genuine partnership to lead person-centred health care, services and systems. The initiative was designed to enable health professionals (clinicians and service providers) and consumers to develop capacity in working collaboratively to influence and transform the health system.

Collaborative Pairs Australia is a partnership between CHF and the King's Fund, an independent charity in the UK to trial and evaluate the King's Fund flagship program, Collaborative Pairs in the Australian context.

This National Demonstration Trial is being co-ordinated by CHF and funded by four Primary Health Networks (Western NSW, Western Sydney, North Western Melbourne and South Eastern Melbourne) and the Australian Commission on Safety and Quality in Health Care.

Facilitating the ground-breaking program for WSPHN is Dr Walid (Wally) Jammal and Debra Kay, who were selected to travel to the UK in March 2018 to undertake the program at the

King's Fund as part of an initial trial.

Debra is a consumer representative and is the Consumer Lead. She has worked for many years in community health partnerships to build accessible, safe and effective health care.

Wally is the clinical lead, a GP and an associate Clinical Lecturer at the University of Sydney and Western Sydney University. He has a strong interest in health economics and models of care in general practice, foremost the Patient Centred Medical Home framework. His practice is a lead site in the Commonwealth's Health Care Homes trial and the NSW Integrated Care project. He was awarded NSW RACGP GP of the year for 2017.



## COMMUNITY STORIES

“PLAYS BETTER WITH OTHER CHILDREN.”

## CHILD AND FAMILY

## THRIVE@5 IN DOONSIDE

Since 2014 Western Sydney Primary Health Network (WSPHN) has been funding and supporting the Thrive@5 in Doonside initiative. The aim of the program is to address the developmental needs of children and their families in Doonside through place-based initiatives. Recognising the importance of the first 2,000 days of life in the long-term health of people.

The initiatives provide opportunities for parents and service providers to establish relationships whilst working in partnership to meet the needs of local children and families.

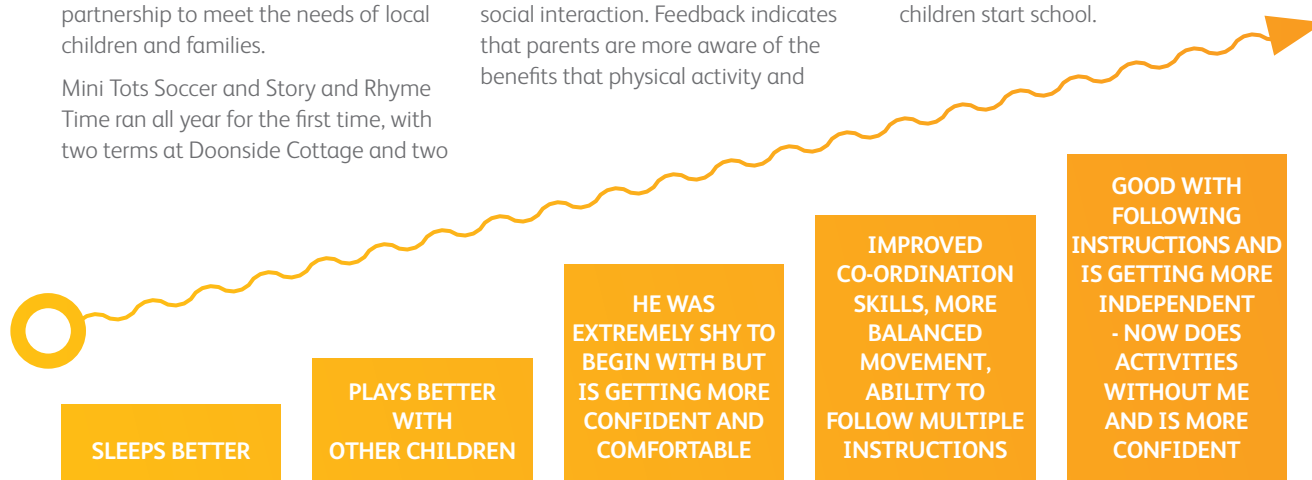
Mini Tots Soccer and Story and Rhyme Time ran all year for the first time, with two terms at Doonside Cottage and two

terms at Crawford Public School, with over 80 children attending each week and 12 Early Childhood Education Staff from Doonside trained to enhance literacy skills.

During Story and Rhyme Time, children listen to stories and rhymes which introduces them to reading. It also highlights to parents the importance of reading to their children. Mini Tots Soccer creates a fun environment for children to improve their social and motor skills and a platform for parental social interaction. Feedback indicates that parents are more aware of the benefits that physical activity and

reading has on their children and are actively encouraging this at home.

The Australian Early Development Census (AEDC) identifies that a high proportion of children residing in Doonside are vulnerable, putting at risk their transition to school and subsequent health and social wellbeing. Programs such as these not only provide a soft entry point for parents and children to access key services, they also provide an opportunity to identify developmental challenges before children start school.



Community feedback about progress shown by attending Mini Tots Soccer and Story and Rhyme Time

# WENTWEST SNAPSHOT 2018/19

936,440

WESTERN SYDNEY  
POPULATION



3,886

OUTGOING GP  
HELPLESK CALLS



2,699

CHILDREN  
IMMUNISED THROUGH  
IMMUNISATION BIKE  
COMPETITION



2,514

CLIENTS REFERRED  
INTO PRIMARY  
MENTAL HEALTH CARE  
SERVICES



296

EVENTS HELD AT  
WENTWEST



386,757

TOTAL PATIENT  
RECORDS LINKED  
(ACROSS THE THREE  
PHASES)



567

GPS ATTENDED ON-  
GOING EDUCATION



\$24.1M

SPENT ON MENTAL  
HEALTH SERVICES



61

NEW HEALTH  
PATHWAYS LOCALISED  
AND PUBLISHED



50%

GROWTH OF  
WENTWEST SOCIAL  
MEDIA (LINKEDIN)



516

DIABETES PATIENTS  
REACHED THROUGH  
DIABETES CASE  
CONFERENCING



71%

WOMEN IN SENIOR  
MANAGEMENT ROLES



293

COMPUTERISED  
PRACTICES



108

REGISTRARS IN  
GENERAL PRACTICE



511

NUMBER OF PRACTICE  
NURSES IN WESTERN  
SYDNEY



350

NUMBER OF GENERAL  
PRACTICES IN  
WESTERN SYDNEY



250

ACCREDITED  
PRACTICES TO RACGP  
STANDARDS



\$3.1M

ALCOHOL AND OTHER  
DRUGS SERVICES  
COMMISSIONED



\$29+M

SPENT ON  
COMMISSIONED  
SERVICES AND  
GRANTS



4,280

PRACTICE SUPPORT  
VISITS TO GP  
PRACTICES



## HEALTH INTELLIGENCE UNIT [HIU]

Over the past year there has been a significant paradigm shift, moving towards outcome and impact-based analytics and away from process and input analytics. A highlight of the year for HIU was creating access for general practices, Western Sydney Local Health District (WSLHD) and other system partners to our BI tool - allowing a single system view through the creation of dashboards including the Quadruple Aim Data Dashboard, Integrated Care Dashboard, Risk Stratification Dashboard, Joint Specialist Case Conferencing Dashboard and Western Sydney Health Workforce Dashboard.

It was also an exciting year of collaboration with the WSLHD that involved the creation of a shared platform for de-identified acute and primary care data and the integration of external and internal data sources.

HIU was also involved in the mapping of Mental Health Primary Mental Health Care referrals and adjusting the way we commission based on evidence of best data driven support. The team also played a key role in the NSW GP Data Linkage expansion project.

## COLLABORATIVE PAIRS

This year, WentWest (WSPHN) as a PHN continued to be a key player in the innovative Collaborative Pairs program. Collaborative Pairs Australia is a partnership between the Consumer Health Forum of Australia (CHF) and the King's Fund UK. The program offers consumers and service providers the opportunity to work collaboratively to lead change in person-centred health care, services and systems.

This past year has seen many highlights including the expansion of our relationship with CHF as we continue to deliver this unique leadership opportunity for health care professionals and consumers. Our facilitators, Dr Wally Jamal and Debra Kay successfully rolled out the first cohort in early 2019 and plans are underway for the next intake in 2020.

*Below Top - Collaborative Pairs collective.*

*Below Bottom - Diabetes RunWest Walk.*



## WESTERN SYDNEY DIABETES TEST BED

Diabetes is the world's fastest growing chronic condition and is the largest burden disease in Australia currently costing \$14 billion per year.

Western Sydney is a "hotspot" for diabetes and the rate is growing 1 % per year. To address this alarming situation WentWest (WSPHN) has partnered with WSLHD and Western Sydney Diabetes (WSD) along with PricewaterhouseCoopers to implement population health surveillance methodologies to evaluate the quality, coverage and impact of diabetes prevention intervention by leveraging data to improve the value of patient care.

An interventions monitoring platform known as "Western Sydney Diabetes Intervention Monitoring" has been codesigned for this purpose to centrally and proactively monitor the suite of existing diabetes interventions underway and seek further investment for those interventions proven to work. The test bed went live in March 2019.





## SECTOR ENGAGEMENT AND PARTNERSHIPS

Sector engagement and robust industry partnerships are at the core of WentWest's (WSPHN) remit. Working with and engaging consumers, community groups, health professionals and industry bodies, our partnerships are enduring, strategic, ground-breaking and dedicated toward creating a more efficient and effective health care system across western Sydney. In 2018-19 we continued to grow and consolidate our existing partnerships and reach out to new partners, locally and globally.

A hand is shown placing a puzzle piece into a larger structure, symbolizing engagement and partnership. The background is a teal gradient with a white line pattern on the left. The text 'SECTOR ENGAGEMENT & PARTNERSHIPS' is overlaid in large, white, sans-serif capital letters.

# SECTOR ENGAGEMENT & PARTNERSHIPS

## CONSUMER ENGAGEMENT

An important aspect of WentWest's (WSPHN) role in the western Sydney region, is to ensure that the community and consumers have a say in their health care. This includes on an individual level through the promotion of health literacy but also on a community level, through listening to what the community wants and needs from their health care and health system.

Over the past 12 months, WentWest (WSPHN) has engaged community and consumers in a number of ways including:

- Needs assessments, which analyse the needs of the community and addresses these needs through commissioned services.
- Consumer Advisory Council which forms part of our governance structure.
- CommunityHQ an online portal for engaging consumers in feedback and projects across western Sydney.
- Collaborative Pairs program, which provides leadership training to pairs of professionals and consumers to work collaboratively together in our region.
- Governance, with consumers engaged in steering committees, reference groups and commissioning processes.
- The Allison Kokany Consumer Scholarship. This inaugural scholarship acknowledges the influence WentWest (WSPHN) staff member, Allison Kokany had on the mental health care arena and provides an opportunity to nurture and grow the next generation of mental health advocates across western Sydney.

**The community voice is embedded within the health services of western Sydney, through genuine participation, active listening and responding to our community; and supporting consumers to have a say in their own health care journey.**

### PEER

Stemming from a longstanding collaboration between WentWest (WSPHN) and both Sydney University and Western Sydney University,

Partnership for Education, Evaluation and Research (PEER) shares a vision for quality general practice and primary care in western Sydney.

PEER provides a forum to advise on the development, implementation and evaluation of high-quality primary health care and related education, teaching and research in western Sydney, supporting: primary health care and health systems evolution; delivery of education and training through partners organisations; identification of research opportunities and oversight of research and evaluation activities; identification of potential opportunities to increase collaboration; and where appropriate, integration of relevant partner activities.

### WENTWEST (WSPHN) CONSUMER ADVISORY COUNCIL

Sourced from the community, this Council is charged with bringing the consumer voice to WentWest (WSPHN) activities, and assisting them in working towards a patient-centred system of primary health care that delivers better health outcomes.

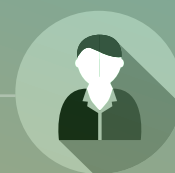
The Western Sydney Primary Health Network (WSPHN) Consumer Advisory Council meets quarterly, and receives ongoing advice and feedback from local consumers and community groups via the WSPHN Community Forum.

### WENTWEST (WSPHN) CLINICAL COUNCIL

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

The WentWest (WSPHN) Clinical Council meets quarterly, and receives ongoing advice and feedback from local clinicians via the GP Leaders Group, Allied Health Leaders Group and the local GP Associations of Blacktown, Mount Druitt and the Hills.

## THE SIX CRITICAL SUCCESS FACTORS OF THE CONSUMER ENGAGEMENT ACTION PLAN



# 1

COMPREHENSIVE CONSUMER INPUT IN GOVERNANCE, SERVICE DELIVERY, NEEDS ASSESSMENTS AND COMMISSIONING.

# 2

CONSUMERS INFORM CONTINUOUS IMPROVEMENT IN HEALTH SERVICES.

# 3

CONSUMERS ARE SUPPORTED, SKILLED AND RESOURCED TO CONTRIBUTE TO IMPROVING HEALTH OUTCOMES.

# 4

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE HAVE TRUE AND MEANINGFUL CONSUMER AND COMMUNITY ENGAGEMENT ACROSS WENTWEST (WSPHN).

# 5

STAFF ARE SUPPORTED, SKILLED AND RESOURCED TO WORK COLLABORATIVELY WITH CONSUMERS AND COMMUNITY MEMBERS.

# 6

WENTWEST (WSPHN) HAS STRONG PARTNERSHIPS WITH COMMUNITY AND CONSUMER GROUPS

CONSUMER ENGAGEMENT

# PARTNERS

IN THE PURSUIT OF WENTWEST'S QUADRUPLE AIM, WE VALUE THE ONGOING INDUSTRY PARTNERSHIPS WE HAVE DEVELOPED AND NURTURED OVER THE YEARS. OUR REMARKABLE COMMUNITY OF STAKEHOLDERS AND PARTNERS CONTINUES TO GROW IN STRENGTH AND COMMITMENT AND WE ARE EXTREMELY GRATEFUL FOR THEIR SUPPORT.



**Health**  
Western Sydney  
Local Health District

the  
children's  
hospital at Westmead

The Sydney children's  
Hospitals Network



**Better Health  
Together**

Western Sydney Integrated Care Program



**Consumers Health  
Forum OF Australia**

**WESTERN SYDNEY  
UNIVERSITY**



THE UNIVERSITY OF  
**SYDNEY**





## COMMUNITY STORIES

# AOD PRISON TRANSITION SERVICE WINS NADA AWARD

**In a bid to close a critical gap in supporting clients with ongoing alcohol and other drugs (AOD) issues, and to help them transition and gain support in the community once released from criminal justice system settings, WentWest (WSPHN) commissioned a pilot Transitional AOD service in western Sydney. Specifically, for men on remand or short sentences, and run by the Community Restorative Centre (CRC), this Transitional AOD service provides in-reach and outreach AOD counselling and intensive case management.**

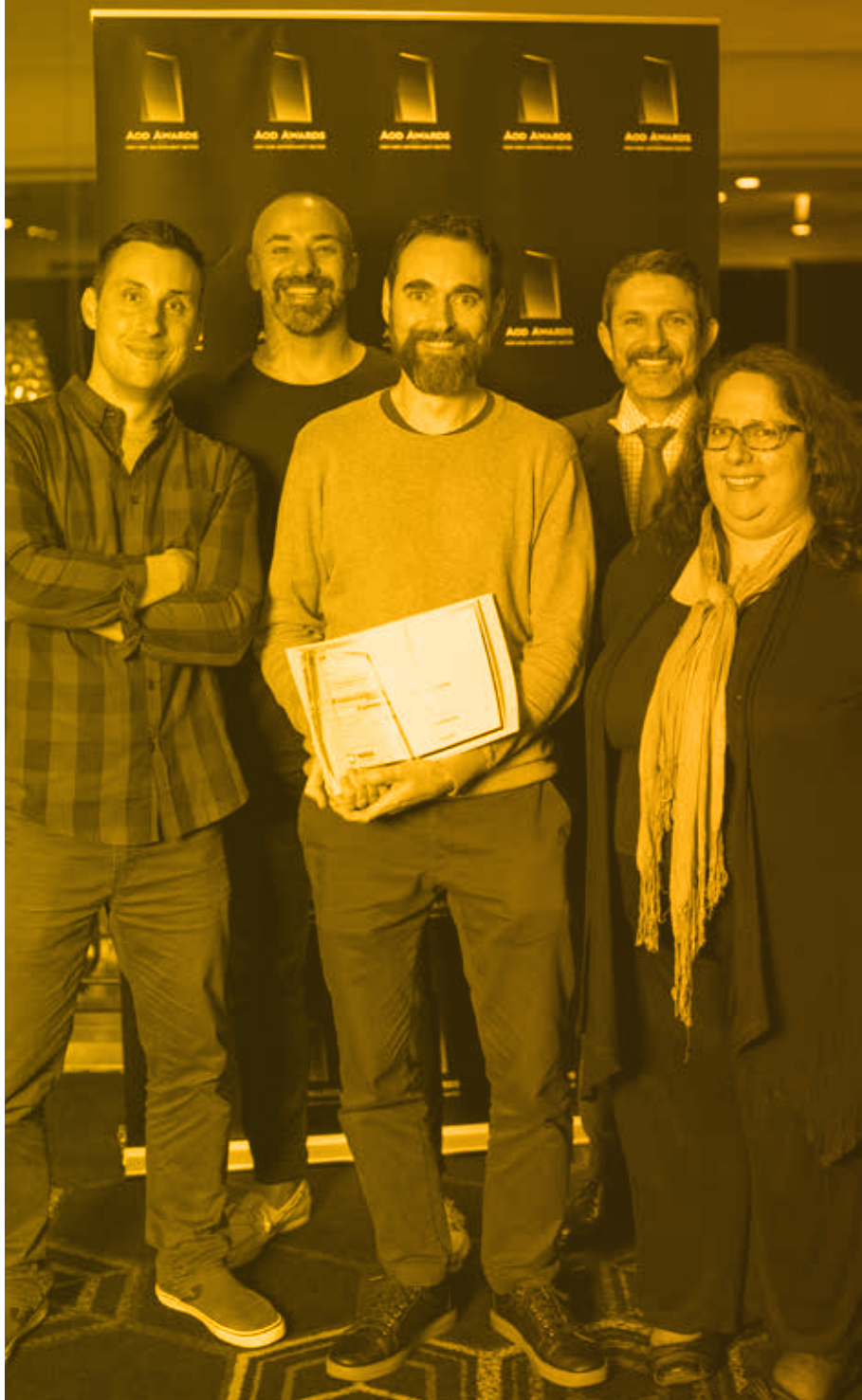
Over the last 12 months, the service provided drug and alcohol support to people exiting the Metropolitan Remand and Reception Centre (MRRC) at Silverwater who have complex needs, including mental illness and/or cognitive impairment.

The service provided a unique link between NSW Corrective Services and health services such as GPs, with people post-release, allowing warm referrals where possible.

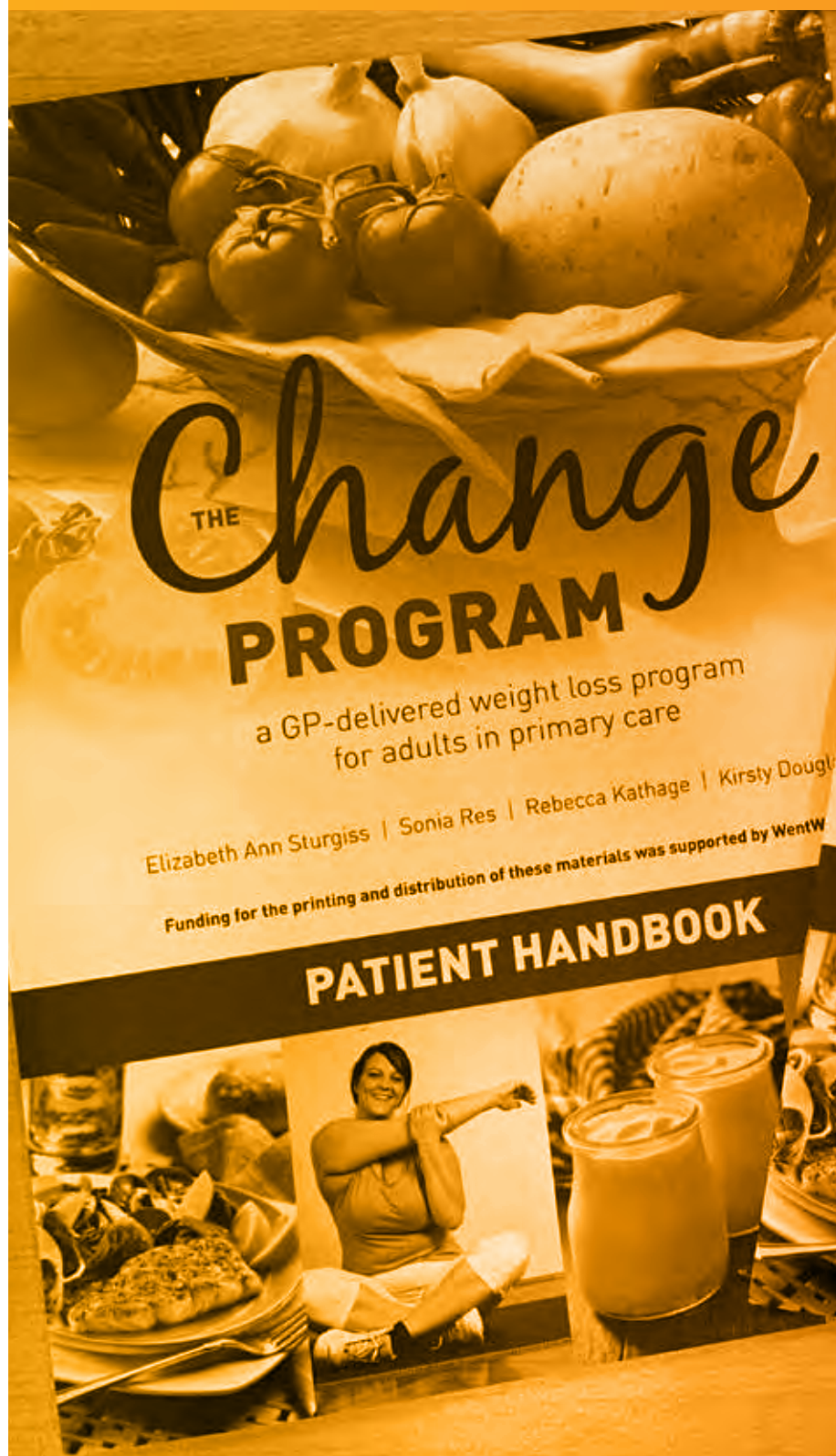
This western Sydney project is part of a wider Transitional AOD program that won the Excellence in Treatment Award at the NADA (Network of Alcohol and other Drugs Agencies) Conference 2018.

This wider service is also funded by Central and Eastern Sydney Primary Health Network and NSW Health and is provided to people leaving prison after longer sentences.

Paul Hardy, Manager AOD Transition and his team have noticed the difficulties their clients face when attempting to reach out for support to stop their substance use, and their compassionate approach has allowed clients to flourish back in the community.



# A CHANGE FOR THE BETTER



In December 2018, the Australian National University (ANU) announced the development of a new initiative to be rolled out across the country to help GPs to deliver a weight loss program in primary care. The Change Program, developed by the ANU Medical School for doctors, allows patients to work with their local GP on long-term lifestyle changes.

"This is the first program of its kind in Australia that GPs can use with patients," said Dr Liz Sturgiss from the ANU College of Health and Medicine. "GPs know the whole picture of a patient and their family and can look at obesity holistically. Now doctors and patients will be able to work together towards sustainable changes to help patients reduce weight and improve their health generally."

The Change Program has taken five years to develop and incorporates psychology techniques and collaborative goal setting. The how-to workbook covers practical steps on nutrition, exercise, goal setting, wellbeing and meal plans. It includes setting realistic fun exercise goals, regular pantry stocktakes, relapse trouble shooting and a nutrition diary.

The program transforms the National Health and Medical Research Council's (NHMRC) guidelines on weight loss into action.

WentWest (WSPHN) offered copies of the program to all western Sydney GPs and it was enthusiastically taken up by several, including Castle Hill Medical Centre (CHMC).

In August 2019, the ABC's 7.30 Report program aired a story featuring CHMC and two of their patient's who undertook the program – with great results.

## COMMISSIONING

WentWest (WSPHN) continues to revise and improve its commissioning processes as it develops enhanced organisational capability and knowledge in commissioning. In line with both government and community expectation of accountability and transparency, the commissioning approach will gradually move to an outcomes-based focus. As we have done to date, WentWest (WSPHN) will continue to engage stakeholders and consumers throughout this evolution.







# COMMISSIONING



THE WESTERN  
SYDNEY PRIMARY  
HEALTH NETWORK  
COMMISSIONING  
FRAMEWORK

The Western Sydney Primary Health Network Commissioning Framework (WSPHNCF) is designed to enhance service delivery and patient outcomes in western Sydney.

The framework guides WentWest, in its role as the WSPHN, to effectively and efficiently meet community

health needs through commissioning, integration, partnerships and advocacy.

COMMISSIONING FRAMEWORK  
OBJECTIVES:

- 1. Provide a clear and comprehensive process for the commissioning and monitoring of health services across western Sydney.
- 2. Ensure all programs across WentWest (WSPHN) follow consistent principles and processes with regards to assessment of need, development/ specification of service requirements,

contracting services and the review and evaluation of service delivery.

- 3. Ensure procured programs show solid outcomes which address the identified needs.
- 4. Provide value for money services and initiatives.
- 5. Provide quality health services to meet the needs of western Sydney, in accordance with funding obligations.
- 6. Respond to best practice approaches across the primary health networks in Australia.

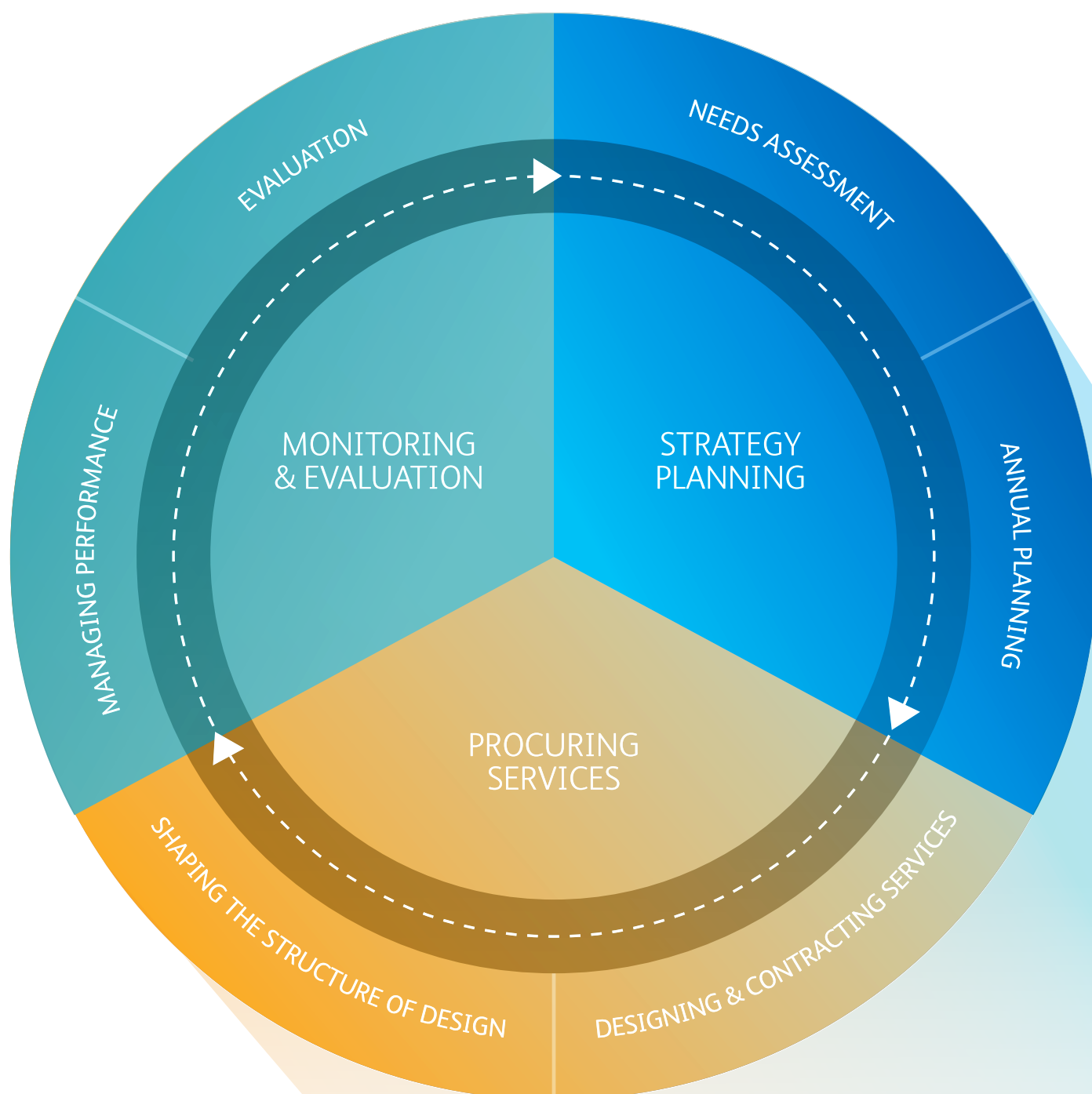
COMMISSIONING

Guiding WSPHN to meet the future health needs of the community.



Right - WSPHN monitoring health services across western Sydney.

## WESTERN SYDNEY PRIMARY HEALTH NETWORK COMMISSIONING FRAMEWORK




## PEOPLE AND CULTURE

WentWest's (WSPHN) greatest asset are its people. Passionate, dedicated and focused on transforming primary health care across western Sydney, they are continuously striving for quality and making a difference. From our innovative leadership programs to our support of study tours and the unqualified success of our 2018 Team Day, our people are integral to the success of our organisation.







# PEOPLE & CULTURE



LEADERSHIP AND  
MANAGEMENT

As a continued commitment to the ongoing development and professional growth of our staff, we rolled out several leadership and management initiatives. In June 2018, our Senior Management Team travelled to the Blue Mountains to undertake a development workshop with a focus on strategy and planning.

In September, continuing our commitment to nurturing effective and innovative leadership within our team, our WentWest Leading the Way Leadership program was rolled out. With a focus on leading change, making strategic decisions and building relationships.

RAP REFLECT LAUNCHED

WentWest (WSPHN) has a strong history of collaborating with the Aboriginal and Torres Strait Islander communities within our region, working together to identify gaps in services relating to health and closing the gap. We are proudly based in an area with one of the largest urban Aboriginal and Torres Strait Islander populations in the country. Our Reconciliation Action Plan Working Group collaboratively developed our Reconciliation Action Plan, Reflect which was endorsed by Reconciliation Australia and launched in September 2018.

Reflect outlines the activities our organisation undertook over the past year to improve the health of Aboriginal and Torres Strait Islander people in our community and embed Aboriginal and Torres Strait Islander peoples community needs, interests and priorities in our everyday business and culture. In 2020 we will continue to move forward with the development of RAP Innovate.

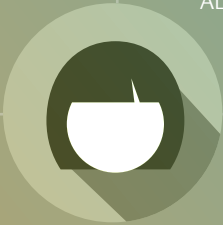
Below - WentWest’s first Reconciliation Action Plan was launched in 2018.



PERCENTAGE OF WOMEN  
IN LEADERSHIP ROLES

71 %  
SENIOR MANAGEMENT

57 %  
ALL MANAGEMENT



LEADERSHIP AND  
MANAGEMENT  
Committed to the ongoing  
development of women in  
leadership roles.



8.57 %  
PERCENTAGE OF ABORIGINAL  
STAFF

35 %  
PERCENTAGE OF STAFF  
FROM NON-ENGLISH  
SPEAKING BACKGROUNDS

LEADERSHIP AND MANAGEMENT

## TEAM SUPPORT AND EDUCATION

Across the year we continued our support and education of staff by offering coaching programs, anti-bullying and harassment training, mentoring programs and tertiary studies as well as providing regular development opportunities for staff across the organisation.

## US STUDY TOUR

WentWest has supported clinicians and managers in western Sydney to experience world's best practice in

primary care for well over a decade. We continued that commitment in June 2019 with the announcement of funding for three people from western Sydney primary care practices to participate in a US Primary Care Masterclass.

The masterclass involved a structured tour of US west coast based primary care practices exposing those attending to Patient Centred Medical Homes, practical learning sessions and mentoring. WentWest team members Jane Assange and Dr. Michael Fasher also travelled with the recipients.

*Clockwise from Bottom Left - 2018 Team Development Day team selfie.*

*2018 Team Development Day winning team celebrate.*

*2019 US Primary Care Masterclass participants.*

*Bottom Right - 2018 Team Development Day team giving back to local charity W.A.S.H. House.*



## 2018 TEAM DEVELOPMENT DAY

For the past five years, the WentWest team has used the festive season to give back to our community. This year we continued that tradition at the 2018 Team Development Day.

A highlight of the calendar year, our

focus this year on team building was evident from the beginning of an action-packed 'amazing race' around the city to collect clues and work together in teams.

A huge success, the day also provided an opportunity for WentWest staff to come together to give back to local charity the W.A.S.H House (Women's Activities and Self Help House).

# JIOJI RAVULO

ASSOCIATE PROFESSOR  
UNIVERSITY OF  
WOLLONGONG



# MENTAL HEALTH CONSUMER ENGAGEMENT

## PACIFIC COMMUNITIES PROJECT

**In mid-2018, a group of Pacific Islander community members approached the Ministry of Health to gather support for their community in the wake of death by suicide of several youths within their community in western Sydney. Community members recognised that some of the cultural beliefs and traditions were hindering people from accessing services. Some Pacific languages do not have words to describe mental illness creating real barriers for conversations.**

Several western Sydney services came together to hear the concerns of the community and work with them to identify solutions. The Western Sydney, South

West Sydney and Nepean Blue Mountains Primary Health Networks were invited into the conversation to ensure that regional boundaries were not an issue for the community when accessing support.

From this round of consultations, the three PHNs and the Ministry of Health pooled funding to commission solutions that met the community's need.

Four Pacific Islander community members have been recruited following an EOI to be trained as Mental Health First Aid (MHFA) trainers. Once trained, they will work on ensuring the program's content is culturally relevant. Over the next 12-18 months, there will be 12 MHFA courses run for Pacific communities in western Sydney

with the specific aim of increasing the mental health literacy of the community and encouraging help seeking behaviour.

Associate Professor Jioji Ravulo from the University of Wollongong will conduct a Mental Health Talanoa – a term meaning to talk or speak. The Talanoa will include community-wide consultations on the prevalence for mental health issues for Pacific community members across the broader western Sydney area, the barriers to help seeking behaviours, the cultural aspects that help and hinder mental health and how services can improve their practices to attract, engage and support people in their services. These projects will roll out across the next year.



## COMMUNITY STORIES

JAMIE  
MATTHEWS  
ABORIGINAL  
HEALTH MANAGER



# PEOPLE & CULTURE ABORIGINAL HEALTH

## NAIDOC BLACKTOWN CITIZEN OF THE YEAR

Each year, during NAIDOC Week, Blacktown City Council celebrates the contributions of members of the Aboriginal and Torres Strait Islander community. This year, our Aboriginal Health Manager, Jamie Matthews was awarded NAIDOC Blacktown Citizen of the Year for his contribution to the community and his work in Aboriginal and Torres Strait Islander health.

As our Aboriginal Health Manager, Jamie is responsible for the development, implementation and oversight of culturally sensitive programs, project initiatives and the contract management of relevant commissioned services designed to improve the health of Aboriginal and Torres Strait Islander people.

Jamie has worked in the Aboriginal health sector for over a decade

and has played a key role in service transitions, continuity of care and stakeholder engagement, particularly with government bodies.

Jamie is a Gamilaraay man from his mother's people and Dhungutti from his father's people. He has spent his life on Darug land in western Sydney since his grandmother moved the family from their traditional lands to Mount Druitt in the late 1960s.





## MARKETING, COMMUNICATIONS & EVENTS

Delivering clear, concise and on brand collateral, engaging audiences with our communication channels and rolling out a calendar of diverse and industry aware events has been at the core of everything the Marketing, Communications and Events team have aimed for in the last year. The past 12 months has been a time of great progress within the team, with exemplary growth in social media, the introduction of streamlined processes and a vast improvement of brand awareness and recognition.





# MARKETING COMMUNICATIONS & EVENTS

MARKETING AND COMMUNICATIONS

The Marketing and Communications team are charged with highlighting and communicating what matters most to WentWest (WSPHN) – our story and brand, our staff and the programs they are committed to delivering. We aim to communicate with originality and impact to health care professionals, consumers, key stakeholders, staff and the broader community.

The past year saw us develop and implement best practices in marketing and communications. The team created a broad assortment of branded collateral to promote WentWest (WSPHN), communicate our health priorities and report significant results.

We saw great growth in our social media platforms, rolled out bus advertising across the region, worked with the ABC on a 7.30 Report story about The Change Program in western Sydney and developed a suite of branded reports for several program initiatives.

A major project for the year was the commencement of an overhaul of our online presence with a new website and newsletter planned for roll out in early 2020.

EVENTS

The Events team worked tirelessly across the year to deliver nearly 300 events across a range of topics and skillsets for health care professionals and key stakeholders.

The team has identified several areas of potential growth and development, including the introduction of streamlined processes that have significantly reduced non-attendance at events and opened further channels of communication with attendees.

A trial of an online event registration model was also a success and it is anticipated that all event registration will be online in early 2020 thanks to the introduction of a new online platform.



Above - Expanding our online footprint.

296

CALENDAR EVENTS FOR 2018/19







2,291

EVENT ATTENDEES IN 2018/19



EVENTS



JULY 2018	JUNE 2019	% INCREASE
296 LINKEDIN	 432 LINKEDIN	50 % LINKEDIN
918 TWITTER	 1,051 TWITTER	14 % TWITTER
186 FACEBOOK	 261 FACEBOOK	40 % FACEBOOK
628 AFTER HOURS FACEBOOK	 779 AFTER HOURS FACEBOOK	24 % AFTER HOURS FACEBOOK

SOCIAL MEDIA ENGAGEMENT RATES





## THE TOP 5 ATTENDED EVENTS

CPR & AED TRAINING

MOUNT DRUITT MEDICAL  
PRACTITIONERS ASSOCIATION MEETINGS

BLACKTOWN MEDICAL PRACTITIONERS  
ASSOCIATION MEETINGS

MEDICO-LEGAL WORKSHOP

MENTAL HEALTH PROFESSIONAL  
NETWORK



## WHO ATTENDS OUR EVENTS?

GPS

NURSES

PRACTICE STAFF

PRACTICE MANAGERS

ALLIED HEALTH PROFESSIONALS  
ATAPS REGISTERED PSYCHOLOGISTS

REGISTRARS

SUPERVISORS

BOARD MEMBERS

CONSUMERS

WENTWEST (WSPHN) STAFF

EXTERNAL GUESTS



## WHERE ARE OUR EVENTS HELD?

AUBURN/LIDCOMBE

PARRAMATTA

WESTMEAD

BLACKTOWN

SEVEN HILLS

MOUNT DRUITT

BAULKHAM HILLS

ONLINE WEBINARS

“I just wanted to thank you all for the training held last night. What a breath of fresh air to have a practical and realistic approach to CPR & AED! The venue and catering were appreciated too.”

Registered Nurse  
(CPR & AED training)

“I’ve been to Norman’s CPR talk a few years ago. I like how the content of the talk is somewhat improved and modified. I learnt more today. Excellent talk.”

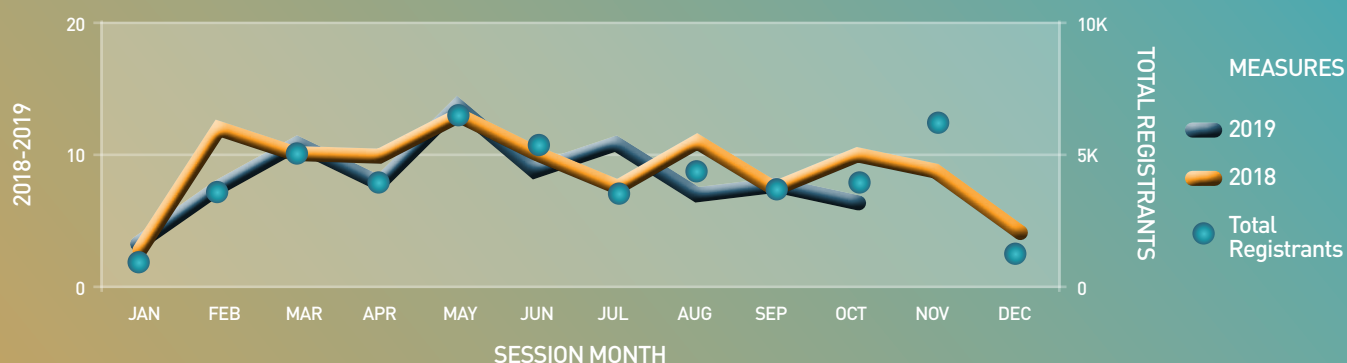
General Practitioner  
(CPR & AED training)



“Brilliant presenter. Gives a person confidence to attempt CPR.”

Medical Receptionist  
(CPR & AED training)

## EVENT & REGISTRANTS TREND





## FINANCE, QUALITY AND IT

2018-19 continued to reinforce the great work done within the Finance, Quality and IT departments, with successful accreditation and audits being completed or maintained and the roll out of new finance platforms and the strengthening of our IT systems. Revenue and contractual expenditure continued to grow and provide a strong platform for WentWest (WSPHN) to pursue its objectives and Quadruple Aim.

The background image is a composite. It features a hand in the foreground, pointing its index finger towards a calendar grid. The calendar grid is oriented horizontally and shows three weeks: 'Week 01', 'Week 02', and 'Week 03'. Each week has columns for days of the week, labeled 'M', 'T', 'W', 'T', 'F'. Overlaid on the calendar and hand are several white flowchart elements: rectangular boxes, arrows, and a series of concentric, semi-circular lines on the left side. The entire image has a blue-to-green color gradient.

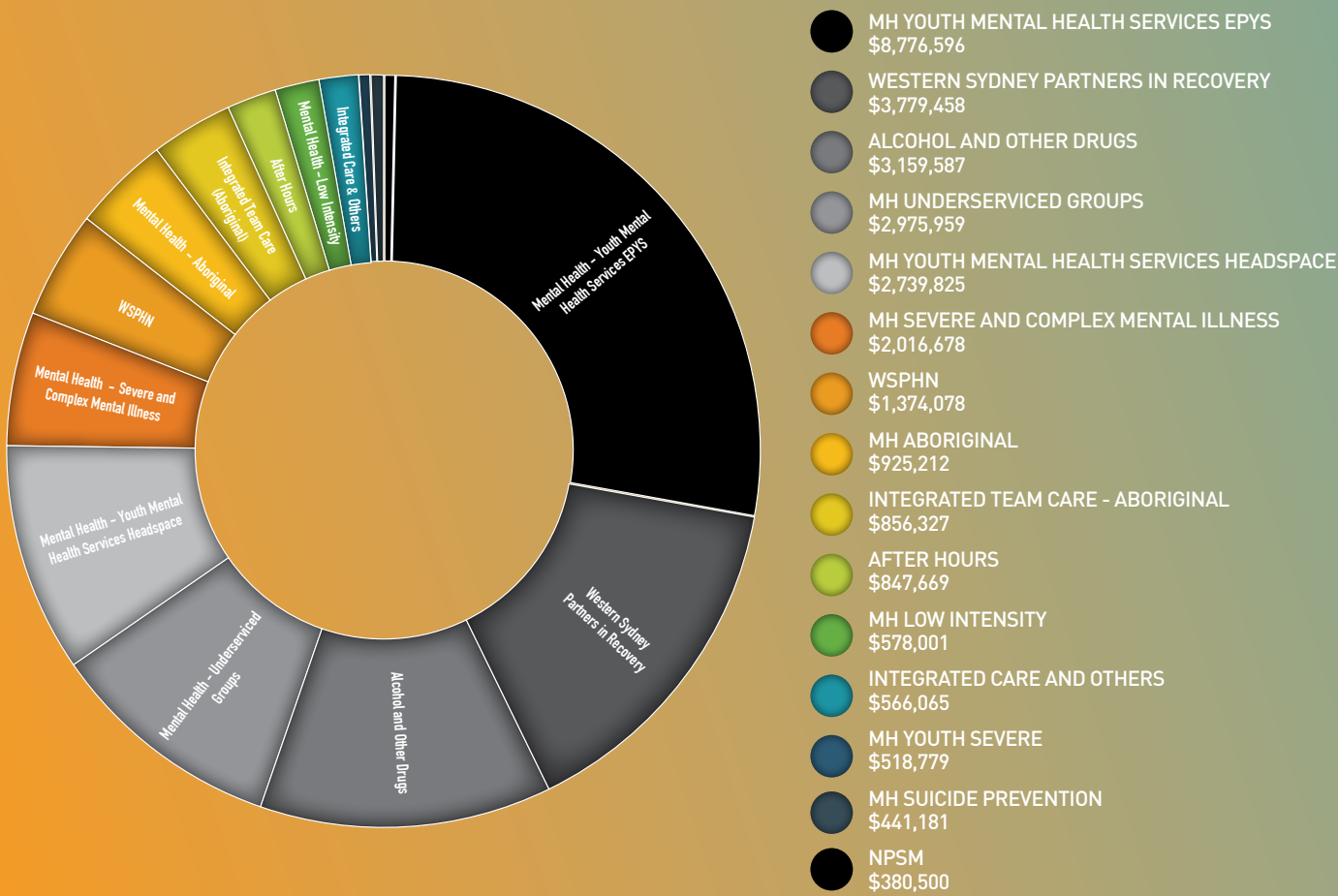
# FINANCE & QUALITY

QUALITY

WentWest (WSPHN) continued to hold certification of the ISO 9001:2015 Quality Management System standard whilst having transitioned from the 2008 version. WentWest (WSPHN) was one of the first PHNs in Australia to have gained this certification.



WENTWEST (WSPHN)  
COMMISSIONED CONTRACTS AND GRANTS EOFY 2018



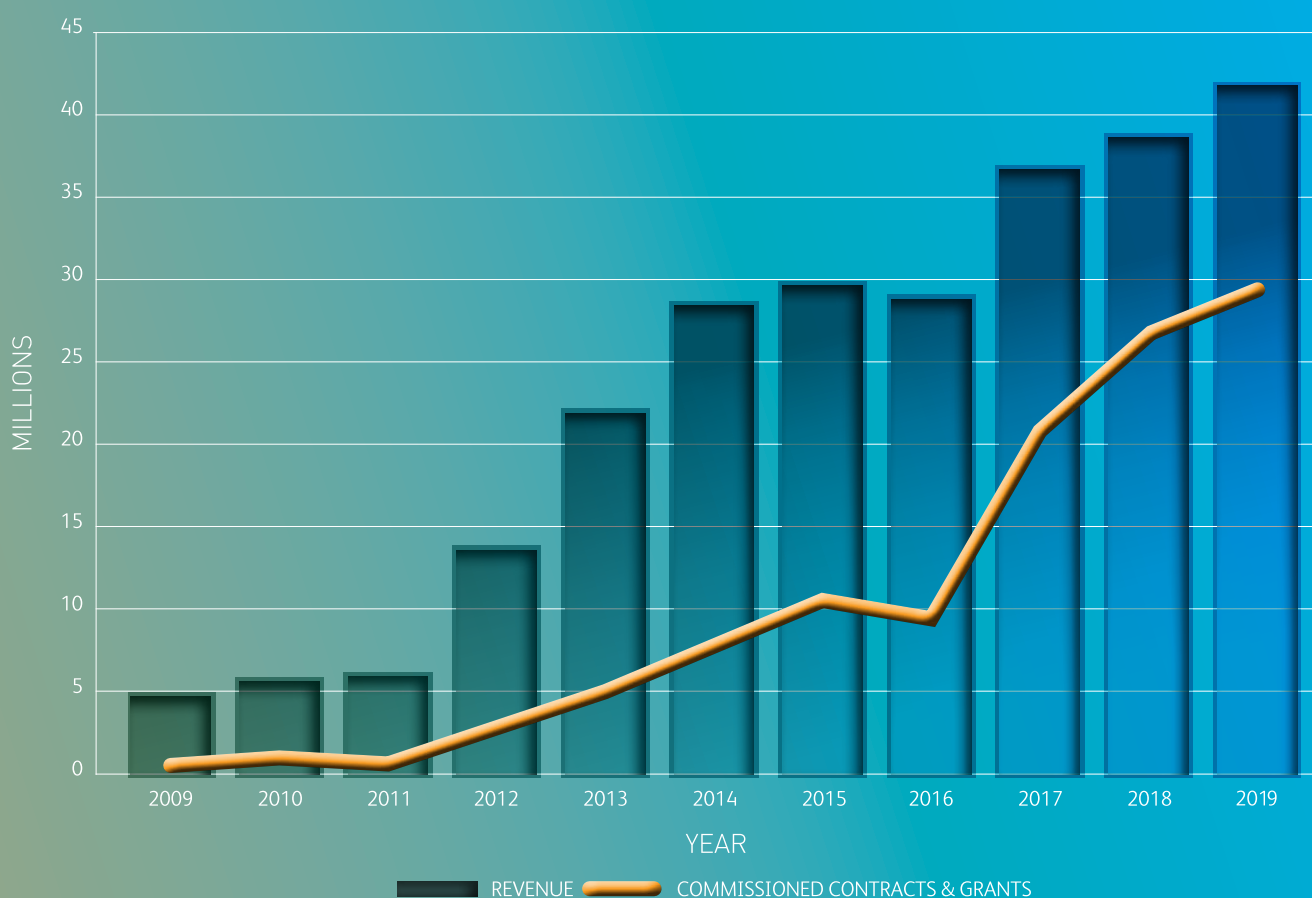
Right - One of the first PHNs in Australia to gain the ISO 9001:2015 certification.



## FINANCE

The auditor's report to the Finance Audit and Risk Management Committee (FARM), showed a successful audit with no non-compliance with applicable laws and regulations, no uncorrected misstatement and no disclosure deficiencies.

### WENTWEST (WSPHN) LIMITED REVENUE AND COMMISSIONED CONTRACTS



## IT

The introduction of new technology and the continual upgrading of online security and platform maintenance across the last year has ensured that WentWest (WSPHN) is not only able to offer its staff a variety of ways to execute their roles and communicate across various channels, but also has provided additional security for data and sensitive documents.



*Right - New ways of connecting with staff.*



## BOARD


**PROFESSOR**  
**Diana O'Halloran AO**

**Qualifications:** MB BS, FRACGP, MHPed, FAICD  
**Experience and expertise:** Diana has a background in General Practice, medical education, strategic planning, policy development and health system redesign. She is a member of the Western Sydney Local Health District Board, the immediate past Chair of the NSW&ACT PHN Council, immediate past Co-Chair of the Agency for Clinical Innovation's General Practice Advisory Group, and a member of the RACGP's NSW&ACT Faculty Board. Diana is a Conjoint Professor in the Department of General Practice, University of Western Sydney, a past RACGP and GPET Board member, and a past Chair of the NSW General Practice Advisory Council. Diana has had a long involvement in initiatives intended to build strong, integrated and equitable primary health care. In February 2018, Diana received an AO in the Australia Day honours in 2018 for distinguished service to medicine in the field of general practice through policy development, health system reform, and the establishment of new models of service and care.

**Special responsibilities:** Board Chair  
 Ex-officio member of Finance Audit & Risk Management Committee, Governance & Nomination Committee.


**PROFESSOR**  
**Tim Usherwood**

**Qualifications:** BSc, MD, MB BS, FRCGP, FRACGP, FRCP, FAICD, DMS  
**Experience and expertise:** Tim is Professor of General Practice and Head, Westmead Clinical School, Faculty of Medicine and Health, The University of Sydney; Honorary Professorial Fellow at the George Institute for Global Health; and a clinical academic at Westmead Hospital. Tim practiced in community-controlled Aboriginal health for almost 20 years. He is Chair of the General Practice and Primary Care Committee of the Medical Benefit Schedule Review. He also Chairs the Clinical Intervention Advisory Panel of NPS MedicineWise. Tim has a strong record in research and education. He has published over 170 refereed research papers on a variety of topics relating to chronic disease and primary care. He has led a wide range of initiatives in medical education and has chaired AMC accreditation teams for several Australasian medical schools and colleges.

**Special responsibilities:** Deputy Chair.


**DR**  
**Anne-Marie Feyer**

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

**Special responsibilities:** Chair, Governance and Nominations Committee.


**MS**  
**Caroline Lamb**

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

**Special responsibilities:** Member, Finance Audit & Risk Management Committee Member, Governance and Nominations Committee.


**DR**  
**Wally Jammal**

**Qualifications:** MB BS (SYD), Dip Child Health, FRACGP, MHL  
**Experience and expertise:** Wally (Wally) 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 across paediatrics, men's health, medico-legal matters and quality and safety control in general practice. Wally is a Clinical Lecturer at Westmead Clinical School, University of Sydney; Conjoint Senior Lecturer, School of Medicine at Western Sydney University and National Clinical Champion, Health Care Homes for the Department of Health. He has a keen interest in health economics and models of care in general practice, especially the Patient Centred Medical Home framework. He and his practice have been leaders in the Commonwealth's Health Care Home initiative and the NSW Integrated Care Demonstrator project.


**MR**  
**Russell Taylor AM**

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

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


**MR**  
**Alan Zammit AM**

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

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

# GOVERNANCE STRUCTURE





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/ 19

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