Illawarra Shoalhaven Local Health District

Annual Public Meeting

2013 – 2014

Monday, 1 December 2014
Wollongong Hospital Auditorium
The values of the Illawarra Shoalhaven Local Health District guide the behaviour and professional standards of our staff. Our CORE values are:

**Collaboration**
We will work together as a team to provide the best health care for our community.

**Openness**
The decisions we make are transparent and we accept accountability for our actions. Our patients and their carers have a right to know how and why decisions are made and who is making them.

**Respect**
We respect and acknowledge the contribution made by each member of our team in providing the best possible health care for our patients.

**Empowerment**
We will work with our patients and their carers to enable them to take greater control of their own health care. We acknowledge that for empowerment to work there must be trust between our patients and all staff involved in the provision of health care.
# Annual Public Meeting

## Agenda

**Monday 1 December 2014**

**2.00pm**

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Chair’s Review

The third term of the Illawarra Shoalhaven Local Health District Board has been a particularly busy and exciting period. I am delighted that the Board has continued to develop our long-term plan for the future of health service provision for communities of the Illawarra and Shoalhaven.

The significant growth of our clinical infrastructure has been a major achievement across the District in 2013-14. We have opened more than $60 million worth of new construction, giving our communities greater access to services closer to home. Substantial progress has been made on the $106 million expansion of Wollongong Hospital – with the construction of the new Illawarra Elective Surgical Services Centre pushing past the halfway mark during this period. Work also commenced on the $30.5 million car park expansion to cater for the ever-growing Wollongong campus. The planning phase also commenced for the Aged Care Centre of Excellence at Bulli Hospital, which will ultimately deliver an integrated model of aged care across a range of service providers.

The Board’s continued vision of the development of acute care hubs at Wollongong, Shellharbour and Shoalhaven Hospitals continued to progress over the past 12 months. We took major steps forward in the planning process for the capital redevelopment of Shellharbour Hospital to become a major metropolitan facility by 2022. A total of $10 million has been allocated for the initial expansion of Shellharbour’s Ambulatory Care Centre and further expansion planning.

I reiterate that the Board takes very seriously its responsibility to ensure our decisions provide most benefit for the most people. The past 12 months have seen a continued maturation of the District into a health service that is collaborative, open and respectful and that empowers our patients and staff for the common goal of better health outcomes for all.

I am extremely proud of the work being done across the District in all areas; we continue to strive for excellence and innovation in service delivery and staff have been recognised for these outstanding achievements at a local, state and national level. You will see here today, some of the exceptional examples of staff resourcefulness and skill that have captured attention during the past 12 months.

I would also like to recognise the efforts of Chief Executive, Susan Browbank and ISLHD’s Executive team, for an outstanding financial year. Since the end of the 2013-14 reporting period, Susan announced her retirement and has since completed her career with ISLHD. The Board and I would like to acknowledge Susan’s significant contribution over the course of her career, which has spanned four decades, and her outstanding leadership and commitment to the development of health care services for the communities of the Illawarra and Shoalhaven. Ms Margot Mains took over the role on 20 October 2014 and the Board and I look forward to a continued close working relationship with the Chief Executive to further enhance the services our District provides.

As Chair of the ISLHD Board, I am proud to continue our steadfast mission to continue delivering even better care, services, outcomes and experiences for the people of the Illawarra and Shoalhaven.

Clinical Professor Denis King OAM

Chair
Illawarra Shoalhaven Local Health District Board
Our Board Members

**Clinical Professor Denis King OAM**
MB, BS, FRACS
Clinical Professor Graduate School of Medicine, University of Wollongong
Clinical Associate Professor, University of NSW
Chair, Illawarra Shoalhaven Local Health District Board

Clinical Professor King holds an Honorary Medical Officer colorectal surgery appointment at St George Hospital. He is the chair of the NSW Health Ministerial Committee and previously held the positions of Executive Clinical Director, SESIAHS and the Director of the Division of Surgery at St George Hospital. Clinical Professor King has over 40 years’ experience in colorectal surgical practice and as Chair of the ISLHD Board continues his strong commitment to clinical management and health consulting.

**Ms Sue Baker-Finch**
BSc(Hons), MBA, MBC, GAICS
Ms Baker-Finch is the Chief Operating Officer of the Illawarra Health and Medical Research Institute. She has over twenty years’ experience across a number of industry sectors, including health, government and NGO’s. She is an active business leader within the Illawarra community and is President of the Illawarra Business Chamber and a Board member of Destination Wollongong. Ms Baker-Finch contributes to the ISLHD Board through her role as Deputy Chair as well as Chair of the Finance and Performance Committee and as a member of the Audit and Risk Management Committee.

**Ms Jill Boehm OAM**
MMngt(Public Health)
Ms Boehm is a registered nurse and former registered midwife. She has many years experiences as a senior nurse manager and a Masters degree in Management (Public Health). She has held numerous appointments across the public, private and not-for-profit health sectors and is currently the Deputy Chair of the Cancer Council NSW and a Board appointed member of its Governance Committee and Audit and Finance Committee. As a member of the ISLHD Board, Ms Boehm remains committed to quality patient care with a strong focus on those people diagnosed with cancer and the impact this disease has on their families.

**Mr Roger Downs**
LLB, BCom, PostGradDipMngt
Mr Downs is Chairman of Kells Lawyers and practices extensively in corporate, business and commercial law. He has degrees in Law and Commerce and Management and is a Law Society Accredited Specialist in Business Law and Property Law. He is currently a Director of Community Alliance Credit Union Ltd, Deputy Chair of Warrigal Care and Chair of the Law Society of NSW Business Law Committee. Mr Downs is particularly interested in corporate governance and his focus for ISLHD is to further develop a framework for organisational culture that aligns with the strategic plan to deliver world-class patient experiences and outcomes for our community.

**Professor Kathy Eagar**
MA(Psychology), GDipEd Stud (Health), PhD(Public Health), FAFRM(Hon)
Professor Eagar has over 30 years’ experience working as a clinician, senior manager and an academic and is Professor, Health Services Research, University of Wollongong and Director, Australian Health Services Research Institute. She was awarded an Honorary Life Fellowship of the Australasian Faculty of Rehabilitation Medicine (Royal Australian College of Physicians) and an Honorary Life Member of the Australian Healthcare and Hospitals Association. As an ISLHD Board member she is committed to population health planning, funding and resource allocation.

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**Mr Paul Knight**
Mr Knight has over 17 years’ experience in senior management and is currently the Managing Director of two private businesses; Djenbella Group and Indig HR, both of which encompass Indigenous employment and business and economic development consultancy. In his role as an ISLHD Board member, Mr Knight continues his advocacy for improved health outcomes for Aboriginal and Torres Straight Islanders and people with a disability and to ensuring equity of access to health services for all.
Associate Professor Rod McMahon  
MBBS, DRCOG, DRANZCOG, IDD(Hons), ADD, MMED, FAIM, FRACGP  
Associate Professor McMahon has worked as a General Practitioner in the Illawarra for over 30 years. He has been actively involved in the development of clinical training for the region and has been a member of the Personal and Professional Development Team at the University of Wollongong’s Graduate School of Medicine since its inception, including supervising its Mentor Program. He is currently a deputy director of the Professional Services Review Panel and a Director of the NSW Medical Board / Council. Associate Professor McMahon continues his commitment to the region as an ISLHD Board member, following his previous role as a member of the Illawarra Area Health Services Board.

Mr Geoff O'Donnell  
DipBus(Real Estate Valuation), GAICD,  
Mr O'Donnell is the Managing Director of a privately owned Illawarra based investment company and has experience across the coal, steel, mining, agriculture and construction industries. He is a Graduate of the Australian Institute of Company Directors and a Council Member of the University of Wollongong. He is a member of the Board Finance and Performance Committee within ISLHD. His focus as an ISLHD Board member is to maximise the efficiency of available resources to achieve an organisational environment in which people can be their most effective.

Dr William Pratt  
MBBS, MPH&TM, FRACP  
Dr Pratt is an infection diseases physician and general physician. He has worked and trained in New South Wales and Queensland and has experience in viral hepatitis and a broad range of general internal medicine. Dr Pratt is actively involved in the Hospital in the Home (HITH) program. His priorities for ISLHD include improving access to health care throughout the District as well as a focus on the quality of care provided.

Ms Marisa Mastroianni  
BCom, MCom, CPA, GAICD, FAICD  
Ms Mastroianni is the Chief Executive Officer of UOW Enterprises, a commercial subsidiary of the University of Wollongong. She is a member of the ISLHD Audit and Risk Management Committee and the Wollongong Catholic Diocesan Finance Council. Marisa holds bachelor and master degrees in Commerce, is a Certified Practicing Accountant, and both a Graduate and Associate Fellow of the Australian Institute of Company Directors. As an ISLHD Board member, Ms Mastroianni brings expertise in finance, risk management, corporate governance, organisational change and strategic planning. She is committed to ensuring equitable resource allocation together with best practice health delivery to meet the needs of the community.

Clinical Professor Jan Potter  
MBBS, MRCP, CCST, FRCP, FRACP  
Clinical Professor Potter is Clinical Director of Division of Aged Care for ISLHD and a full time clinical geriatrician, having worked as a specialist geriatrician and stroke physician for over 17 years. She is a Clinical Professor at the University of Wollongong, Graduate School of Medicine and Researcher for the Illawarra Health and Medical Research Institute. Dr Potter’s focus for the District is service development and training, in particular around new models of care to improve access to specialist medical treatment using eHealth.

Professor Gerard Sutton AO  
BEng(Hons), MEngSc, PhD  
Professor Sutton is the chair of the Academic and Research Network (AARNet) Board and a Board member of the Port Authority of NSW and Think Pty Ltd. He is a member of the Bundanon Trust and was the former Vice-Chancellor of the University of Wollongong. Professor Sutton is committed to the management and governance of ISLHD and is particularly interested in enhancing community engagement.
Chief Executive’s Review

Having joined the Illawarra Shoalhaven Local Health District in late October, I have spent the past month getting to know the people and places that make this wonderful LHD tick. I am extremely impressed with what I’ve seen so far; the exceptional commitment to service delivery and the adaptability of our teams has stood out from the start.

ISLHD’s foundation Chief Executive, Susan Browbank, led a successful high performing organisation during the 2013-14 financial year, leaving an organisation which is well established to manage the challenges of the future.

Looking back on the reporting period, the District’s capital infrastructure was a key focus. The $34.8 million Cancer Care Centre at Shoalhaven District Memorial Hospital campus was opened together with a $14 million expansion to the Illawarra Cancer Care Centre at Wollongong Hospital. This enhancement enabled the installation of a third linear accelerator.

Construction work on the Illawarra Elective Surgical Services Centre, including Ambulatory Care Unit and Emergency Department expansion, marked significant construction milestones signalling a massive change to the Wollongong Hospital campus footprint. The District welcomed the region’s first Positron Emission Tomography (PET) scanner to the Nuclear Medicine Department. Developed with a public-private partnership, this machine is currently one of only two of its kind in Australia and the service has significantly enhanced the District’s diagnostics capability.

The region’s first Sub-Acute Adult Mental Health Unit on the Shoalhaven Hospital campus took its first patients in June and work on the $30.5 million Wollongong Car Park Project commenced in the late stages of 2013-14. Preliminary planning commenced for a significant redevelopment and expansion of the Shellharbour Hospital campus in line with our Health Care Services Plan.

ISLHD achieved a three-year accreditation status across its nine hospital sites with Wollongong achieving six commendations for health care delivery. Wollongong Hospital also earned accreditation as a Level Three teaching facility for the first time, enabling the highest level of training for junior doctors.

The District strengthened its commitment to identifying and reducing barriers for people with disabilities following the launch of the Disability Action Plan, setting out priorities and key inclusion strategies. ISLHD has been particularly focussed on improving communication and engagement with consumers and the District made significant steps towards becoming a more health-literate and inclusive organisation with the implementation of key initiatives including; the Health Literacy Program and the Patient Information Portal.

The work of the District in developing specific programs for our diverse communities has been further enhanced over the past 12 months. In particular, an award-winning Multicultural Health focus on cardiovascular disease, cancer awareness and organ donation. Drug and Alcohol, Diversity Health and Oral Health also achieved greater health outcomes for our community as a result of increased participation in health related initiatives and services.

I would like to acknowledge the work of our 7,300-strong workforce in delivering quality health care services to our community. We have many fine examples of clinical and support innovations being developed within the District and how these are helping us to ultimately deliver better patient care, services and outcomes for our communities.
I extend my sincere thanks and appreciation to the amazing and dedicated hospital volunteers, community groups, families, local businesses and individuals who donate their time, skills and funds to enhance the services we provide to our patients and their loved ones.

I look forward to working closely with the Board to further develop our Local Health District, building on the solid foundation established since ISLHD’s inception in 2011. I believe that clear leadership, solid governance and harnessing teamwork and collaboration is the best way to achieve our shared goals and move our organisation forward.

Here’s to an even more exciting 2014-15 financial year.

**Ms Margot Mains**

Chief Executive
Illawarra Shoalhaven Local Health District

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Susan Browbank was the Chief Executive during the 2013-14 reporting period. Susan retired in October 2014.
ISLHD Key Achievements 2013-14

- Completed a new 20-bed sub-acute mental health facility at the Shoalhaven District Memorial Hospital at a cost of $10.6 million.

-Commenced extension to the Child Development Centre at Porter Street, at a cost of $750,000.

- Finalised agreement between the District and Illawarra Shoalhaven Medicare Local for the establishment of a general practitioner Superclinic within the Shoalhaven Hospital site. Construction has commenced and is expected to be completed in February 2015.

-Achieved the National Elective Surgery Target (NEST) and the National Emergency Access Target (NEAT) trajectory for the District.

-Awarded funding from the Restart NSW Illawarra Infrastructure Fund to continue the development of Bulli Hospital into a Centre of Excellence in Aged Care in partnership with the Illawarra Retirement Trust.

-Consolidated the success of the Pre-hospital Assessment for Primary Angioplasty Program, which halved the average wait time for presentation of a patient with a myocardial infarction to the time the procedure was undertaken from 100 minutes to 50 minutes.

-Gained three year accreditation for all hospitals against the National Safety and Quality Health Care Standards under the National Accreditation Scheme.

-Achieved budget compliance for 2013-14, including achieving own revenue budget target; applied NSW State Funding Framework across the District with Activity Based Funding reporting on a monthly basis.

-Developed the District’s Workforce Strategy 2012-2022 with development and implementation of a District-wide Reward and Recognition Program, recognising service excellence and length of service.

-Established a community palliative care multidisciplinary team providing service to our patients needing palliative care both in an inpatient setting and in the community.
Year in Review

Our overall performance is measured against a range of key indicators that are outlined in the Local Health District Service Agreement with NSW Health. This clearly sets out the service delivery and performance expectations of the organisation.

The following is a snapshot of ISLHD’s clinical and organisational service delivery for the year ending 30 June 2014.

Division of Aged Care
The Division of Aged Care provides District wide acute and sub-acute Aged Care Services including complex aged care inpatient services, rapid assessment beds, acute inpatient geriatric medicine, ortho-geriatric service, outpatient clinics, outreach services and care for patients awaiting residential care placement.

Key Achievements 2013-14
- Previously part of the Aged Care, Rehabilitation and Palliative Care Directorate, Aged Care was developed into an independent division in early 2014.
- Implementation of Emergency Department (ED) alternatives and hospital avoidance initiative in the Illawarra, in collaboration with Medicare Local and NSW Ambulance Service. The initiative facilitates ED avoidance and improved integrated care between ISLHD and the community through increased access to outpatient clinic appointments at Bulli and Wollongong Hospitals and the implementation of the Residential Aged Care Clinical Advice Line (RACCAL) for aged care facility staff.
- Successful partnerships with Multicultural Health enabled the division to host a forum for culturally and linguistically diverse (CALD) communities on aged care services in the Shoalhaven.
- Collaborated on the Biometric gait analysis (PhD), which sees the development of an instrument to assist clinicians in assessing the risk of fall in patients.
- Involvement in a randomised controlled trial of a Chinese herbal medicine formula for patients with vascular dementia and mixed SDAT/Vasc dementia.
- Implemented phase two of CHOPs, a state wide project that aims to design and prioritise principles for best practice care of Confused Hospitalised Older Persons.
- Collaborated on the SUSTAIN (Stopping Undernutrition and Sarcopenia Through Activities at Home) project, which aims to improve physical function, quality of life and independence of older adults living at home by offering a home-based nutrition and exercise program.
- Involvement in the RELEASE Study into de-prescribing; a new affordable health care model for the prescribing and administration of medications for vulnerable older people in aged care homes.

Division of Palliative Care
The Division of Palliative Care provides two main inpatient facilities, two specialist community based teams and consultation services to all hospitals in the District and residential aged care facilities.

Key Achievements 2013-14
- Previously part of the Aged Care, Rehabilitation and Palliative Care Directorate, Palliative Care was developed into an independent division in early 2014.
- Commencement of four new inpatient palliative care beds at Wollongong Hospital to complement the palliative care hubs of Port Kembla and David Berry Hospitals.
• Introduction of a Palliative Care Clinic at the Shoalhaven Cancer Care Centre for mobile patients who have been referred to the service for early symptom control.
• Recruitment of two Palliative Care Volunteer Manager positions, with training underway for new and existing volunteers.
• Continued improvements to clinical benchmarks undertaken as part of the Palliative Care Outcomes Collaborative (PCOC) in both Illawarra and Shoalhaven teams.
• Continued involvement in the Bispectral Index Monitoring (BIS) study to help better understand what patients in a palliative care unit experience during the period of unconsciousness in the terminal phase.
• Development of an Aboriginal partnership group in the Shoalhaven, working to deliver culturally appropriate education on topics such as Advance Care Planning and accessing palliative care.
• Partnerships with the Illawarra Shoalhaven Medicare Local (now named Grand Pacific Health) to engage in shared education of medical and nursing staff.

Division of Rehabilitation
The Division of Rehabilitation provides District wide sub-acute rehabilitation services including inpatient services, outpatient clinics, day hospital services and outreach services.

Key Achievements 2013-14
• Previously part of the Aged Care, Rehabilitation and Palliative Care Directorate, Rehabilitation was developed into an independent division in early 2014.
• Establishment of pain clinics at Shoalhaven Hospital as a satellite from Port Kembla Hospital. This service was extended to include medium and high intensity pain management group programs.
• Port Kembla Day Hospital established groups for the carers of patients with a disability to equip them with skills to better manage their relatives at home.
• An inpatient rehabilitation unit established at Wollongong Hospital, primarily for patients who have need for rehabilitation services but are unable to be transferred to a peripheral rehabilitation facility, usually because of their medical acuity.
• A uniform electronic case conference tool implemented across all rehabilitation wards to facilitate communication of goals and provide data to identify barriers to timely discharge and proactively manage these barriers.
• Illawarra Brain Injury Service received funding to provide iPads to patients. Group and individual based education provided to clients in the use of the devices to support those with memory difficulties.
• Expansion of expertise and medical staffing to provide procedural interventions for patients with chronic pain and spasticity. This enhanced service was made possible by the purchase and staff training in the use of a musculoskeletal ultrasound and radiofrequency denervation machines.
• Commencement of a pilot refracture prevention service for elderly people who have had a fragility fracture. The clinic focuses on both fracture and falls prevention including medications which predispose to falls or fractures.
• The development of a Mobile Allied Health Therapy Team provide rehabilitation services to the acute wards at Shoalhaven Hospital.

Ambulatory and Primary Health Care Division
The Ambulatory and Primary Health Care Division covers activities and services that span prevention, management and health maintenance programs. These are delivered across three streams: Healthy People Stream (Right Time), Ambulatory Care Stream (Right Place), and Integrated Chronic Disease Management Stream (Right Care).
Healthy People Stream (Right Time)
The Healthy People Stream delivers interventions to improve the health of people in our community identified as ‘at risk’, through targeted prevention and early intervention programs. Areas of service include Violence Abuse and Neglect (VAN) Service, Youth Health / Homelessness, Health Promotion, Multicultural Health and Targeted Clinical Services.

Figures & Stats 2013-14
- Received 3,493 new referrals to the service
- Delivered over 10,000 individual occasions of service
- Over 5,500 people attended groups for a variety of health promotion and exercise activities as well as numerous attendance at Go4Fun, Munch and Move and Stepping On activities
- Achieved 1709 Sexual Health face-to-face occasions of service
- Youth Health (Education) saw almost 5,000 participants attended group sessions.
- Under the Live Life Well at School Program, 82% of all primary schools in the Illawarra Shoalhaven region now have daily fruit, vegetable and water breaks.
- Under the Munch and Move Program, 95% of all Early Childhood Education Centres in the Illawarra Shoalhaven region are providing fruit and vegetables daily.

Key Achievements 2013-14
- Implementation of a centralised intake and triage for the Violence Abuse and Neglect (VAN) Service and development and implementation of a prioritising tool to minimise the risk of secondary victimisation.
- Emergency Department referrals to Social Work regarding domestic violence presentations increased by 105% over the year due to improved processes, improved education of staff and provision of promotional materials. Named a finalist in 2014 ISLHD Quality Award for Clinical Practice Improvements.
- A new chlamydia screening model was piloted in youth centres. Preliminary results indicate a significant increase in screening for young people (a 2500% increase during same period from last year).
- Development and launch of the ISLHD Cookbook for Babies and Toddlers. The cookbook, which is available on ISLHD’s website provides parents with recipes approved by dietitians, as well as tips and tricks on fussy eating, discretionary foods and the latest information on how to introduce solids.
- Health Promotion Service was the recipient of a National Health Medical Research Council (NHMRC) grant of $1.34 million over five years to undertake a randomised controlled trial looking at the efficacy of the ‘The BEST at Home’ falls prevention program in older people in the community in partnership with the University of Sydney and the George Institute for Global Health.
- Development of radio scripts in Macedonian, Spanish and Mandarin to promote heart attack action plans, manage risk factors and deliver heart health messages in partnership with the Heart Foundation through the Cardiovascular Radio Scripts Health Literacy project. This won the Government Category Under $5000 in the 2013 NSW Multicultural Health Communication Awards.
- Development of communication strategies to increase awareness and acceptance of organ and tissue donation in Greek, Macedonian and Serbian communities in the Illawarra in partnership with the University of Wollongong. This won the Government Category Over $5000 in the 2013 NSW Multicultural Health Communication Awards and also won the National Marketing Awards (Government Category).
• Implementation of a cancer and stigma ‘Cancer Good News’ projected funded by NSW Cancer Research Institute. The project focused on increasing uptake of breast screening within the Serbian and Macedonian communities. The project was runner up in the ‘Diversity’ category at the Australian and New Zealand Internet Awards (ANZIA).
• Development and implementation of clinical practice guidelines and standards for Women’s Health Service.
• Providing a poster presentation at the 2014 Australian Women’s Health Network Conference on promoting health and wellbeing through the empowerment of local women: the Berkeley Women’s Health and Wellness project.
• Rollout of the Quit for New Life program that assists Aboriginal pregnant women and their families to be smoke-free by providing support, nicotine replacement therapy and referrals to services.

Ambulatory Care Stream (Right Place)
The Ambulatory Care Stream provides direct nursing services in the community setting. The team works with the primary health sector and specialist services to prevent hospital admission and keep people in their home for longer. The services also support timely hospital discharge through expert post-acute care. Services provided include management of acute and chronic wounds; post-operative care; palliative care; continence issues; asthma and allergy; chronic disease; and medication, in particular, anti-coagulation therapy.

Figures & Stats 2013-14
• Received 9,534 new referrals
• Delivered 71,902 face-to-face occasions of service, including:
  - 15,510 in clinic or inpatient settings (20.6%)
  - 56,392 in client’s homes
• Delivered 26,136 case conferencing and clinical phone call occasions of service.

Key Achievements 2013-14
• Implementation of enhanced wound care clinical practices including development of pathways, delineation of clear escalation of care processes, development of competencies and educational strategies.
• Managed the introduction of extended support packages offered in the last weeks of life through the NSW Palliative Extended Aged Care in the Home (PEACH) program in partnership with Silverchain and South West Sydney Local Health District. This program has one of the best uptake rates in NSW.
• Developed relationships with community volunteer groups including the Wollongong based Community Cancer Link group. Through this personal care packages have been developed and are now provided to all palliative care clients in the Illawarra.

Integrated Chronic Disease Management Stream (Right Care)
The Integrated Chronic Disease Management Stream (Right Care) provides access to coordinated care across the health system for people with chronic diseases. Services include the Connecting Care Chronic Disease Management Program, Illawarra and Shoalhaven Diabetes Service, Carers program, Aboriginal Chronic Care Unit and the District Access and Referral Centre.
Figures & Stats 2013-14
- Processed over 24,900 service requests, which represents a 7% increase in activity from the previous year.
- The nationally recognised specialist service, Illawarra Diabetes Service provided over 11,880 occasions of service.
- 1,400 occasions of service from our nationally recognised Aunty Jean’s Chronic Disease Programs.
- 9,020 occasions of service including client contacts, referral and case conferencing.
- 873 occasions of service from our outreach services and Visiting Specialist Services to the Wreck Bay Community.

Key Achievements 2013-14
- Managed a project in the Shoalhaven focussing on Heart Failure and COPD admissions. This project successfully engaged services across the continuum and was the precursor to the development of a Health Pathways project in conjunction with the Illawarra Shoalhaven Medicare Local.
- The annual Aunty Jean’s Program Mini-Olympics celebrated its ninth Koori Mini Olympics on 18 October 2013 at the Bomaderry Basketball Stadium with teams attending from throughout NSW. There were over 180 people in attendance and 93 health checks were undertaken.
- The Connecting Care Chronic Disease Program provided care coordination to 1,670 people while over 660 people were enrolled in telephone health coaching. The program collaborates to provide care coordination for people at high risk of hospitalisation and self-management support to assist people to better manage their condition. Significant positive changes have been recorded in health status.
- The Carers Program Coordinators conducted over 50 carer education and support sessions across a diversity of settings including aged care, chronic disease and community.
- For the first time carers and consumers were involved in training staff in dementia care and disability at Shellharbour and Wollongong Hospitals.

Drug and Alcohol Service
The Drug and Alcohol Service philosophy is to promote health and support change by helping to reduce the many harms that can occur as a result of drug or alcohol misuse. During the 2013-14 period the Service focused on enhancing the following key areas: Evidence Informs Practice; Consumer and Community Consultation and Engagement; Harm Minimisation; Quality, Transparency and Accountability; and Equity and Inclusiveness.

Figures & Stats 2013-14
- Drug and Alcohol Service delivered over 111,200 occasions of service including:
  - 73,605 Opioid Treatment services
  - 6,285 Adult counselling services
  - 493 Aboriginal support services
  - 4,395 Court diversion services (MERIT program)
  - 3,182 Withdrawal Management services
  - 2,667 Youth counselling services
  - 12,804 Needle and Syringe Program services
  - 7,480 Health Education and Prevention services
• Reduction in waiting time for clients entering into drug and alcohol treatment from 28 days to 14 days.
• Facilitated over 40 workshops to assist seniors manage their own health in relation to alcohol and medication with 904 of the workshop participants from culturally and linguistically diverse (CALD) communities.
• As a result of enhancing the Drug & Alcohol Consultation Liaison Service there has been a 12% decrease in public hospital admissions for the treatment of drug and alcohol dependence.

Key Achievements 2013-14
• Implementation of ‘MyOutcomes’ project enabled the Service to demonstrate the effectiveness of counselling by using validated outcome and alliance measurement tools. 76% of clients who had completed counselling were statistically significantly improved than when they entered treatment, and this was achieved in an average of five sessions.
• Introduction of Indigenous Self-Management and Recovery Training (SMART) groups.
• Drug & Alcohol Ageing Plan introduced to support keeping seniors healthy.
• Development of an outreach clinic in collaboration with Headspace, offering assessment and counselling to young people with substance misuse issues.
• Significant involvement in the National Drug & Alcohol conference ‘Creating Synergy’ conference, which attracts international speakers to provide workforce development opportunities to a broad range of clinicians.
• Established working partnerships with Primary Care providers, GPs and Medicare Local to develop effective integrated shared care models of care, referral pathways and coordination strategies for clients.

Oral Health Service
The Oral Health Service provides general dental services to all children aged less than 18 years and adults who possess a Commonwealth Concession Card or Seniors Card. The core services provided include: prioritised general dental care; limited specialist services; early intervention programs; and dental education and oral health promotion.

Figures and Stats 2013-14
• The service achieved almost 25,000 occasions of service, including:
  – 14,282 child general dental occasions of service
  – 9,619 adult general dental occasions of service
  – 1,002 specialist occasions of service
• The Oral Health Central Intake Centre triaged over 28,000 patients and managed over 51,000 telephone calls.

Key Achievements 2013-14
• Oral Health transitioned to a District based service in 2013, and was incorporated into the Integrated Care Directorate.
• Targeting of dental waiting lists, which resulted in 98% of adults coming within the recommended waiting time for dental treatment, compared to 70% in 2012-13.
Illawarra Shoalhaven Cancer and Haematology Network
The Illawarra Shoalhaven Cancer and Haematology Network was established following the growth of the Cancer Services Division. The Network provides comprehensive treatment and support services to the Illawarra and Shoalhaven region. It comprises three separate facilities: Illawarra Cancer Care Centre at Wollongong Hospital, Shoalhaven Cancer Care Centre at the Shoalhaven District Memorial Hospital, and Milton Community Cancer Services Centre at Milton Ulladulla Hospital. Minister for Health and Minister for Medical Research, Jillian Skinner officially opened the Shoalhaven Cancer Care Centre and the upgrade of the Illawarra Cancer Centres in November 2013.

Figures and Stats 2013-14
- Over 85,000 occasions of service on a total of 7,765 patients. This is in part made up of 14,700 consults in Haematology, Medical Oncology and Radiation Oncology, 14,500 occasions of service in Oncology Day Care, and 20,200 occasions of service for Radiotherapy Treatment.

Key Achievements 2013-14
- Official opening and commencement of operations for the Shoalhaven Cancer Care Centre and upgraded Illawarra Cancer Care Centre.

Medicine and Emergency Division
The Medicine and Emergency Division provides services across the District and incorporates the following acute services and specialties: Emergency, Cardiology, Respiratory, General Medicine, Infectious Diseases, Gastroenterology, Neurology, Endocrinology and Rheumatology. Acute services are provided across Wollongong, Shellharbour, Shoalhaven, Milton Ulladulla and Bulli Hospitals.

Medicine
In early 2014, Wollongong Hospital achieved Level 3 accreditation by fulfilling the Royal Australian College of Physicians (RACP) standards of a recognised tertiary teaching hospital. Accreditation as a Level 3 Teaching Hospital enables up to 36 months of Basic Physician Training and mandates two departments within the Division of Medicine (or equivalent) to be considered academic departments. Hospitals should also ensure that physician trainees are exposed to an environment that fosters and supports quality assurance and clinical practice improvement. These concepts are seen as being integral to modern physician practice with lifelong learning and Continuous Professional Development.

In addition to this, Wollongong functions as the District’s tertiary referral hospital, hosting nine medical speciality departments each headed by a physician with a professorial or associate professorial appointment based full-time at the hospital and available to supervise trainees.
Key Achievements 2013-14

- Eight new cardiac monitors have been installed in the Neurology Ward, Wollongong Hospital.
- The Gastroenterology Service extended to provide access for patients at Shellharbour Hospital and has supported the additional requirements of the National Bowel Screening Strategy, as a result the waiting list for endoscopic procedures has been significantly reduced.
- A dedicated Inflammatory Bowel Disease (IBD) clinic established, which provides specialised care for IBD patients in a multidisciplinary approach once a fortnight.
- The Gastroenterology Unit has been awarded a funded research project to improve bowel preps in particular patients scheduled for colonoscopy.
- An Endoscopic Ultrasound Service established.
- The state-wide Cardiology Reperfusion Project implemented across the ISLHD in collaboration with the NSW Ambulance Service and the NSW Agency for Clinical Innovation (ACI). The project includes: Pre Hospital Assessment for Primary Angioplasty, Pre Hospital Thrombolysis, Nurse Administered Thrombolysis and clinical support model for rural and small site ECG reading service.
- The Antimicrobial Stewardship Program continued to improve the appropriate use of antibiotics in the District.
- Endo-bronchial Ultra Sound has now been added to standard Bronchoscopic services enabling more thorough evaluation of patients being considered for cancer treatment.
- The Respiratory Function Laboratory had new equipment installed to provide the latest technology for the evaluation of patients with lung diseases.

Emergency Services

Key Achievements 2013-14

- Towards the end of the financial year the Division of Medicine and Emergency underwent a restructure to split the Division into two revitalised Divisions; the Division of Medicine and the Division of Emergency Medicine
- The Whole of Hospital Program continues to be implemented across the District. This program will support meeting and maintaining National Emergency Access Targets (NEAT), with the NEAT result for the last financial year being 79.56% - an improvement of a further 6%.
Mental Health Division

The Mental Health Division oversees the provision of a broad range of health promotion, early intervention, assessment, treatment and rehabilitation, specialist inpatient and community based mental health services and programs across the District.

Inpatient and Community Mental Health Services include perinatal, child, adolescent, youth, adult and older age specialities. Mental Health programs include Multicultural and Aboriginal Mental Health, Family, Carer and Consumer Participation and Partnership Programs.

Key Achievements 2013-14

- Commissioning of the 20 bed Shoalhaven Sub Acute Mental Health Unit based in Nowra. The facility took its first patients in June 2014.
- Development and implementation of an adult community mental health model of care.
- Implementation of the electronic medical record in both the community health and outpatient setting (CHOC) and the mental health inpatient units (eMR).
- Extended scope of practice project for Mental Health Clinical Nurse Consultants in the Emergency Departments that facilitates the fast tracking of mental health consumers.
- There was a total of 40,695 bed days utilised within ISLHD, compared to 38,452 for the previous twelve months.
- Continued focus on a reduction of seclusion episodes, with a sustained average result of six seclusion episodes per 1000 acute bed days, which is less than the NSW average of seven episodes.

Renal Services Division

The Renal Service aims to provide comprehensive medical care to patients with renal disease including outpatient clinics, acute and satellite haemodialysis, and home dialysis training for peritoneal dialysis and haemodialysis, as well as renal ward hospital services.

Figures and Stats 2013-14

- 23,269 haemodialysis treatments (satellite and inpatient) were delivered across the District (an increase of 2279 treatments from previous year) and
- Seven patients received a kidney transplant, of which three were live donors.
- At the end of reporting period a total of 210 patients were receiving renal replacement therapy and 68 were treated with home-based therapy.
- 146 kidney transplant patients are looked after by the Renal Service.

Key Achievements 2013-14

- Commencement of Nocturnal Haemodialysis
- Purchase of an Ultrasound machine to insert haemodialysis lines on Ward B8 at Wollongong Hospital.
- Various community group meetings held throughout the year
- Presentation of posters at the Renal Society of Australasia Conference, presentations at the Australia New Zealand Society of Nephrology conference and projects presented at Renal Education evening.
- Kidney Health Australia’s ‘Operational Angel’ Award presented to Illawarra Dialysis Transplant Association
  - ISLHD Quality Award winner of collaborative team category “Blood testing – what and when?”, Special Commendation in patients as partners category “Fluid balance project”
Surgery and Critical Care Division

Division of Surgery
The Division of Surgery operates across the District providing the following surgical services specialties:

- General Surgery (including Colorectal & Upper Gastrointestinal)
- Head and Neck
- Ear Nose and Throat
- Neurosurgery
- Paediatric
- Orthopaedic
- Urology
- Vascular;
- Obstetrics and Gynaecology
- Ophthalmic
- Plastics and Reconstructive

Each surgical discipline caters for planned elective and emergency services. Wollongong Hospital is a major emergency and trauma centre with emergency surgery making up 55% of the surgical workload. Wollongong provides a designated orthopaedic trauma surgical service 365 days a year, in addition to the existing emergency surgery service, 24 hours a day.

Figures and Stats 2013-14
- 19,900 planned and emergency surgical operations performed across Wollongong, Shellharbour, Shoalhaven, Milton Ulladulla and Bulli Hospitals.
- Improvement in the management of elective surgery patients in line with national targets:
  - Category A (surgery within 30 days) Target 100% ISLHD 100%
  - Category B (surgery within 90 days) Target 97% ISLHD 100%
  - Category C (surgery within 365 days) Target 97% ISLHD 97.2%

Key Achievements 2013-14
- A marked decrease in the number of elective patients waiting longer than their indicated timeframes for surgery despite an increase in elective surgery demand.
- The Whole of Hospital program continued to be developed within the District, which assists in meeting and maintaining the National Elective Surgery Targets (NEST). The program consolidated several redesign initiatives, including the introduction of an electronic emergency booking system that has mandated the inclusion of important clinical information. This initiative will facilitate more time for clinicians to be spent delivering care to patients and less time on paperwork.
- Commencement of a Plastic Surgery service at Wollongong and Shellharbour Hospitals. The services include: adult elective services including skin cancer removal and reconstructive breast and other soft tissue surgery; emergency adult trauma surgery for facio maxillary fractures, hand trauma and minor burns; and paediatric plastic services will eventually include soft tissue trauma and wound revision surgery. This enhanced service means fewer Illawarra residents will be required to travel outside the District for necessary treatment.
- Surgical CO2 Laser purchased and the commencement of Laser surgery at Wollongong (ENT) has allowed for the expansion of Ear Nose and Throat services. This has clinical applications in a broad range of ENT procedures including Aural, Oral, Nasal, Pharyngeal, Laryngeal, and Tracheal procedures.
Critical Care Division
The Critical Care division operates across ISLHD providing acute care in Medical, Intensive Care and High Dependency services.

Figures and Stats 2013-14
- Intensive Care Unit at Wollongong Hospital admitted a total of 1,191 patients in the 2013-14 year.

Obstetrics and Gynaecology Division
The Obstetrics and Gynaecology Division delivers services throughout the District across the entire spectrum of pregnancy and gynaecology.

Figures and Stats 2013-14
- 3,286 births at three Hospitals across the District:
  - 2,357 at Wollongong Hospital
  - 830 at Shoalhaven Hospital
  - 99 at Milton Ulladulla Hospital
- 30.7% of pregnant women in the Illawarra opted for a shared model of pregnancy care with their General Practitioner.
- 1,649 gynaecology (surgical) patient episodes across the District.

Key Achievements 2013-14
- The High Risk Clinic pathway was created to improve continuity of care for women with high risk obstetric needs. The continuity of care model provides the women with the same midwife each antenatal visit, a rapport is then established.
- Development of education for student midwives including the creation of Student Midwife Antenatal Clinics and greater access to simulation education sessions.

Paediatrics and Child Health
The Division of Paediatrics and Child Health was created in late 2013 and focuses on the delivery of services across the District specialising in the care of children and family health in close partnership with NSW Kids and Families.

Paediatric Units are located at Wollongong Hospital and Shoalhaven Hospital. Parent accommodation is available at both units. Staff Specialist Paediatrician Outpatient clinics are provided at Wollongong and Shellharbour Hospitals.

The Division offers both a primary and secondary level of Child Health care and work in a family partnership model. Families are provided with universal screening, development assessments, support, groups, home visiting and clinics. The primary service level follows referral pathways to ensure early identification and intervention.

The Child & Family service includes: 24 Child and Family Health nursing sites; three Family Care Centres; five Aboriginal services that includes a Midwifery and Child & Family program; Child Assessment and Intervention Allied Health; and the Child Protection Service.

Figures and Stats 2013-14
- 3,227 paediatric admissions to the Wollongong Children’s Ward
- 1,163 paediatric admissions to the Shoalhaven Children’s Ward
- 1,307 paediatric surgical procedural admissions to Wollongong Children’s Ward
• 3,941 newborn registrations
• 3,038 Early Childhood Network (ECN) Universal Health Home Visiting performed within four weeks of birth (77% of total registrations)
• 325 Aboriginal newborn registrations – 178 in Illawarra and 147 in Shoalhaven
• 252 Universal Health Home Visiting performed within four weeks of birth (77.5% of total registrations)

**Key Achievements 2013-14**
- Run Wollongong 2013 Fundraiser which had 2500 participants raised over $215,000 for the refurbishment of Porter Street Child Health facility
- The commencement of planning for the redesign and refurbishment of the Children’s Ward at Wollongong Hospital

**Public Health**
The role of the Public Health Unit is to identify, prevent and minimise public health risks to the community: these risks may be infectious, chemical or radiological in nature. They may be caused by other humans, by animals and by the inanimate environment.

Public Health staff work closely with General Practitioners, community nurses and hospital-based clinicians, pathology laboratories, schools and childcare centres, with local councils and with other government agencies to protect the public health. Food poisoning outbreaks are investigated jointly by the Public Health Unit and the NSW Food Authority. The Unit also responds to complaints from the public concerning significant risks to public health.

**Key Achievements 2013-14**
- Using the Australian Childhood Immunisation Register, Public Health identified and followed up over 200 Aboriginal children who had not been immunised or had not completed their immunisation schedule. This has resulted in a substantial increase in coverage of an at-risk demographic.
- Successful implementation of the measles catch-up for the school based immunisation program which targeted delivery of additional vaccination services to high schools with a higher proportion of potentially at-risk school children.
- Participated in the interagency response to the sewerage leak in Wollongong Harbour over Christmas 2013. Public and environmental health advice was provided to guide the response to a significant and ongoing sewerage spill into public waters that constituted a potentially high public health risk.
- Provided expert health advice and worked in cooperation with the Environment Protection Authority to ensure the health of the community was a priority consideration in the demolition of the Port Kembla stack on a former copper smelter site.
- Investigated an unusual cluster of listeria cases in the Illawarra potentially associated with food service and managed any further potential exposures.

**Partnering with Consumers**
ISLHD aims to maximise our engagement with the community and consumers at every level of our operations. We believe that community engagement is a foundational component of a high quality health system; it is not one aspect of our business but rather, it should define the way we do business.

ISLHD has made significant progress in building and developing partnerships in our community this year. Some of the projects that highlight our commitment to Partnering with Consumers are the Community Partnership Council, the Disability Action Plan and Health Literacy Framework.
Community Partnership Council
Since May 2013 the Community Partnership Council has been meeting to help ISLHD identify community concerns, gaps in health services or any health and safety issues related to health services. This year the Community Partnership Council has implemented and been involved in a number of off shoot projects that have encouraged and established strong partnerships with local community members and organisations.

Key Achievements 2013-14
- Connecting a number of consumers to relevant ISLHD committees and working parties to participate in the governance of health services. The following committees have all recruited community members this year: Shoalhaven Consumer Advisory Committee, Port Kembla Patient Safety and Quality Committee, Rural Hospital Stroke Services Committee, Wollongong Hospital Wayfinding Committee, Consumer Document Review Team and the Emergency Department Communications Working Party.
- A new ISLHD Rights and Responsibilities Brochure was built in partnership with community members, focus groups and patients. In response to a community request, a corresponding video is currently being developed in a collaborative project with clients and consumers from a local disability organisation. The Rights and Responsibilities brochure allows us to clearly communicate with our staff, patients, clients, consumers, carers, visitors and external partners and build a shared understanding of the roles we play in the provision of health care. The aim of this mutual understanding is a genuine partnership where we are all working together towards a safe and high quality health care system.
- The development of Community Consultation Pathways / Maps has been a vital project in ensuring a diverse range of consumers and community representatives are included in ISLHD governance partnerships. The pathways were built in partnership with Community Partnership Council members to reflect the communities that they represent.

Disability Action Plan
The Disability Action Plan 2014 - 2017 was developed with significant community consultation and input from stakeholders including people with a disability, their families and carers as well as disability, health and community service providers. The plan was launched in February 2014 by the Australian Disability Discrimination Commissioner and addresses how we communicate and manage the health care of people with a disability within our services. Connections within the Community Partnership Council helped progress a number of the priorities in the Plan.

Key Achievements 2013-14
- Wayfinding audits at Shoalhaven and Bulli Hospitals to ensure facilities and services are physically accessible for people with disabilities.
- Establishing a Wollongong Hospital WayFinding committee with consumers to ensure the new and existing buildings are easy to access and navigate.
- Partnering with consumers to develop key district patient information resources that are easy to understand and available in a range of formats.
- Building a comprehensive consultation and communication map of our connections within the disability sector to ensure that consumers with a disability and their carers have the opportunity to participate fully in ISLHD consultations and decision making.
Health Literacy

This year ISLHD has also made significant steps towards becoming a health literate organisation by making important changes across our systems, processes and in everyday practice.

Key Achievements 2013-14

- Patient Information Portal (PiP) and Health Literacy Ambassador Program - The District launched the Patient Information Portal (PiP) in November 2013. PiP is an interactive site for all ISLHD staff to search and/or develop plain English patient information in line with our commitment to providing safe and high quality care. As part of this initiative the Health Literacy Ambassador (HLA) Program was also established to support the development of quality patient information that is easy to understand and use.
- ISLHD has developed an easy to use ‘teach-back’ training e-resources in partnership with the NSW Multicultural Health Communication Service, the Clinical Excellence Commission and the National Prescribing Service. The ‘teach-back’ technique is an effective method for ensuring that patients understand what we have explained. The three step process involves asking patients to explain or demonstrate what they have been told and to check what needs to be further clarified.
- The Health Literacy Framework was recognised through several awards, including Overall Winner of the ISLHD Quality Awards 2014. The Clinical Excellence Commission has also made available on its website the Framework and associated resources available to other LHDs.

‘Skit doctors’ act out scenarios in a light-hearted demonstration of the potential for miscommunication between doctors and patients
Capital Works Update
The 2013-14 year saw the continuation of large scale construction, planning and development works on a number of clinical infrastructure projects across the District.

Projects completed in 2014-13

- **Shoalhaven Cancer Care Centre**
  The SCCC was officially opened by Minister for Health, Jillian Skinner in November 2013. The facility has improved access to essential cancer services for South Coast residents through every stage of the patient journey. The SCCC provides integrated multidisciplinary cancer care and includes bunkers, a linear accelerator and associated equipment to deliver radiotherapy.

- **Illawarra Cancer Care Centre**
  The upgrade to the ICCC was completed at the end of 2013 and officially opened by the Minister for Health, Jillian Skinner in November 2013. The facility has provided enhanced haematology, medical oncology and radiotherapy services including an additional radiotherapy bunker and linear accelerator. It has also increased the existing treatment capacity for chemotherapy from 11 to 17 treatment places.

- **Shoalhaven Sub-Acute Mental Health Unit**
  The facility was completed in early 2014 and features a 20-bed unit on the grounds of Shoalhaven District Memorial Hospital. The facility has greatly enhanced mental health services in the region and includes a welcoming, open plan design and a variety of functional spaces.

- **Wollongong Hospital Mortuary Refurbishment**
  The refurbishment and upgrade of the existing facilities at Wollongong Hospital Mortuary was completed at the beginning of 2014. The project included the installation of state-of-the-art integrated mortuary equipment and has delivered a facility that is safe, fit for purpose and that meets the needs of both staff and the community.

Projects ongoing or commenced in 2013-14

- **Illawarra Elective Surgical Services (IESS) Centre at Wollongong Hospital**
  The $106 million IESS Centre will enhance the efficiency and delivery of surgical services in the Illawarra. The redevelopment will include construction of seven new operating theatres, a 24 bed Intensive Care/High Dependency Unit, two surgical wards and a Close Observation Bed (COB) ward. Significant work was undertaken and included an official tree topping out ceremony to mark the highest point of the building. Minister for Health and Minister for Medical Research, Jillian Skinner and local MPs were in attendance. The project is on track for completion in 2015.

- **Wollongong Hospital Car Park Redevelopment**
  Work commenced on the $30.5 million multi-deck car park occurred this year with the new facility being constructed adjacent to the existing multi-deck car park at Wollongong Hospital. When complete it will accommodate an additional 750 parking spaces, which will more than double the current parking capacity.
Our Hospitals

The Illawarra Shoalhaven comprises nine hospital sites. There are four Emergency Departments and one Urgent Care Centre. Wollongong Hospital is the Illawarra and Shoalhaven’s tertiary referral centre.

Figures for the 2013-14 period:

<table>
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<tr>
<th>Facility</th>
<th>Average Length of Stay (days)</th>
<th>Occupied Bed Days</th>
<th>Total Emergency Department (ED) presentations</th>
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</thead>
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<tr>
<td>Coledale</td>
<td>20.0</td>
<td>13,039</td>
<td></td>
</tr>
<tr>
<td>Bulli</td>
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<td>19,169</td>
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<tr>
<td>Wollongong</td>
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<td>Port Kembla</td>
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<td></td>
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<tr>
<td>David Berry</td>
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<tr>
<td>Shoalhaven</td>
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<td>14,689</td>
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<td><strong>380,542</strong></td>
<td><strong>144,730</strong></td>
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</tbody>
</table>

Source: HIE and SPaRC reports
ALOS and OBD includes all Acute and Non-Acute inpatients


Financial Snapshot

During 2013-2014, the organisation delivered services within budget. Expenses for the year totalled approximately $771 million.

During 2013-14, the District also received funding for capital works from the NSW Ministry of Health totalling $59 million for continued clinical infrastructure development projects at Wollongong Hospital and Shoalhaven District Memorial Hospital.

The Annual Financial Statements for the period ending 30 June 2014 were submitted to the Audit Office of NSW and will be part of the NSW Health Annual Report available at http://www.health.nsw.gov.au/publications/Pages/annualreport14.aspx
Our Workforce

The Illawarra Shoalhaven Local Health District (ISLHD) is one of the largest employers in our region with a workforce of more than 7300 staff. A total of 45% of the workforce is nursing staff, following by medical (20%) and allied health professionals (8%).

2014 saw ISLHD’s workforce function restructured with the integration of the Human Resources and Workforce Strategy teams. A Workforce Strategy 2012-2022 has been developed and endorsed.

Key Achievements 2013-14

- A number of new management systems and frameworks, linked to our CORE values, developed to improve staff performance, engagement, safety and satisfaction, including:
  - Performance Development
  - Managerial Leadership and Engagement
  - Recognition and Reward
  - Workforce Diversity
  - Education and Training
  - Health and Safety Management
- 1.75% of our workforce identifies as Aboriginal or Torres Strait Islander, with increasing employment opportunities facilitated by a Workforce Diversity Framework developed during 2014.
- To increase our staff awareness of Aboriginal culture, and enable them to provide more culturally appropriate care for our patients, ISLHD implemented the Respecting the Difference Training Framework. Training is mandatory for all staff, and supports our strategy to improve health outcomes for indigenous communities.
- ISLHD’s safety performance improved by more than 10% over the past 12 months.
- Development of a Workforce Wellness Framework.
Staff and Volunteer Achievements

The annual Staff and Volunteer Recognition Awards acknowledge the hard work and dedication of outstanding members of staff who go above and beyond in providing care for our patients and their families. The nominees must demonstrate ISLHD’s CORE Values of Collaboration, Openness, Respect and Empowerment.

2014 Staff and Volunteer Recognition Awards

- **Award for Outstanding Team**
  The team demonstrates the CORE Values and works together to deliver exceptional care to patients and their families and carers
  WINNER: Specialist Mental Health Services for Older People – Mental Health

- **Award for Best Team Solution to a Workplace Health & Safety Issue**
  The team has developed and implemented a risk control measure to reduce the risk of work-related injury and illness
  WINNER: Hotel Services – Wollongong Hospital

- **Award for Best Individual Effort to Improve Health & Safety in the Workplace**
  Has demonstrated initiative to establish, improve, inspire and/or maintain best practice in health and safety
  WINNERS: Karina Rampson – Drug and Alcohol Service
           Connie Graf – Drug and Alcohol Service

- **Award for Patient Focus/People Centred**
  Commitment to patients and people-centred care
  WINNER: Ceri Thomson – Wollongong Hospital

- **Award for Communication, Co-operation and Support**
  Contribution to effective teams and individual development
  WINNER: Christine Mantilla – Wollongong Hospital

- **Award for Extraordinary Care for our Patients & their Carers**
  Demonstrates exceptional patient care maintaining respect and a positive regard for others
  WINNERS: Sharon Wurzer – Wollongong Hospital

- **Award for Innovation & Continuous Improvement**
  Embraces innovation and is always seeking ways to excel and improve standards of care
  WINNER: Annie McDonald – Drug and Alcohol Service

- **Award for Inclusive Leadership:**
  Is a role model for our Values and empowers others to make a difference
  WINNERS: Susan Barker – Wollongong Hospital
           Julia Kittscha – Wollongong Hospital

- **Award for Making it Happen - Is relentlessly resourceful and productive:**
  Achieves a desired outcome despite adversity
  WINNER: Kylie Harper – Wollongong Hospital
• **Award for Unsung Hero - Working behind the scenes:**
  Consistently provides high quality, reliable and critical work
  **WINNER:** Bruce Holmes – Ambulatory and Primary Health Care

• **Award for Volunteer of the Year - The gift of giving**
  Gives their time and demonstrates passion to make a difference in the lives of patients, carers and staff
  **WINNERS:**
  Dennis Tattum – Chaplain, Shellharbour Hospital
  Pat Glaseby – Nowra United Hospital Auxiliary – Shoalhaven Hospital
  Nicole Allison – Coledale Hospital

**2014 Chief Executive Award for Excellence**

• **Chief Executive Award:** for providing extraordinary care for our patients and their carers
  **WINNER:** Dr Greg Barclay – Palliative Care Services

• **Chief Executive Award:** for being a role model for our values and empowering others to make a difference
  **WINNER:** Kay Hippit – Shoalhaven Drug and Alcohol Service

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2013 winners of the Staff Achievement Awards
Acknowledgements

The Illawarra Shoalhaven Local Health District would like to acknowledge the many organisations, community groups and individuals that contributed to the health service over the past year. The generosity of donors and hard work and commitment of the many volunteers make a significant contribution to ISLHD’s delivery of quality health care services to the community.

While every donation and fundraising dollar makes a difference, the LHD would in particular like to acknowledge the following contributions during the 2013-14 year:

- Cotton On Foundation – raised over $215,000 as part of Run Wollongong 2013
- Australian Hotels Association – donated over $100,000 under the Hotels Have Hearts initiative
- Woolworths – raised almost $55,000 through the Fresh Food Kids Appeal
- PeopleCare on behalf of Lysaght Mutual Benefit Fund – donated over $45,000
- Southern Cross Austereo – raised over $40,000 through the Give Me 5 for Kids campaign

In addition, the many Auxiliaries and not-for-profit groups working with our Hospitals cumulatively raised over $600,000 for our hospitals and services this financial year, including $150,000 raised by the Wollongong Cancer Carers; over $90,000 by the Community Cancer Link, $110,000 by the Friends of Wollongong Hospital, $70,000 by the Shoalhaven Hospital Auxiliary and more than $40,000 raised by each of Shellharbour, David Berry and Milton Ulladulla Hospital Auxiliaries.

Thank you to everyone that gave generously during 2013-14.