

VALUES
IN
PRACTICE

WELCOME TO THE WENTWEST YEAR IN REVIEW: VALUES IN PRACTICE FOR 2017-2018

This review highlights the many achievements that have been accomplished over the period and acknowledges the extraordinary support from our extensive network of stakeholders, including the local community, primary care professionals and partners.

The theme of this year's review is Values in Practice. At WentWest we endeavour to integrate our five values of Respect, Leadership, Equity, Creativity and Excellence into every aspect of our organisation. From the way we commission services to our partnerships both locally and nationally, all the way to our internal culture. This review seeks to demonstrate the many practical ways we are living these values.

In a year of great growth and innovation, we would like to thank everyone for their support and we look forward to continuing our mission to work in partnership with our stakeholders to provide healthier communities, empowered individuals and a sustainable healthcare workforce and system.

WentWest would like to acknowledge the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land. We value their culture, identity, and continuing connection to country, waters, kin and community. We would like to acknowledge and give our respect to Elders past, present and future. We are committed to making a valued contribution to the wellbeing of all Aboriginal and Torres Strait Islander peoples.

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CHAIR'S WELCOME

Primary Health Networks (PHNs) were established in July 2015, replacing Medicare Locals (MLs) as regional primary health organisations. PHN formation was often challenging, as different organisations worked hard to establish new entities and set new directions. Some PHNs were more fortunate, making the transition from ML to PHN – or from divisions to MLs to PHNs without major disruption. WentWest – the Western Sydney PHN, was amongst the fortunate: navigating the division-to-ML-to-PHN journey with a stable group of key stakeholders, and without the need for the formation of a new entity, and was therefore able to rapidly ‘get on with business’.

Larger in size and scope than MLs, PHNs have now had three years to become embedded in their regions, deeply engaged with their local communities, and skilled at analysing regional-to-local data to establish community needs. This facilitates an accurate picture of community needs, the building of strong partnerships and the commissioning of services such that patient access, service quality and provider capability are all strengthened.

In addition to maintaining a stable organisational structure, WentWest has been steadfast in its commitment to its original Vision. While always endeavouring to meet the Commonwealth's requirements, WentWest has stayed true to its Vision, Values and Operating Principles: adapting programs to meet the needs and preferences of local communities, while exploring system re-design and reform options.

Our Mission remains to lead integrated care towards better health, equity and empowerment for western Sydney communities and the health professionals who care for them. This Annual Review will hopefully give you some sense of whether we are on the way to achieving that goal.

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 the Clinical and Consumer Councils, the GP Leaders Group, our partners and collaborators, WentWest's amazing staff members, and lastly, our Board members: thanks are due to all for their contributions and wisdom.

DI O'HALLORAN AO
Chair, WentWest



CEO'S WELCOME

As CEO of WentWest it has been an exciting and challenging year as we continue to take a leadership role in transforming primary care along with delivering on our core responsibilities as the Western Sydney Primary Health Network.

In June this year the PHN program was renewed for another three years. This was welcome news for continuity of our core programs. We will also continue our responsibility across the major needs areas of Alcohol and other Drugs, Aboriginal Health and Digital Health until June 2021. Our Health Care Homes program will continue until November 2019, but we are hopeful that this will be extended in line with what is proving an interesting trial of a new model of care.

One of the tenets of WentWest's mission is working in partnership with stakeholders to further the work we do. Successful partnerships are a core enabler. We must be good at leading and participating in partnerships at all levels. I am pleased to say there are just too many strong partnership examples to go into detail about here, but hopefully this Review will give you a flavour of the breadth and depth that is being achieved in this area.

Our work in supporting primary care was evidenced in several publications covering integrated care, Patient Centred Medical Home transitions, pharmacist and GP teams, innovative predictive analysis of mental health interventions, and service delivery reform in child and family health.

It's also great to have another year of service commissioning under our belt, supported by the commissioning process which sees a strong focus on engagement with consumers and providers, so that needs are met in an efficient and effective manner. As demand grows several large mental health procurements will commence in the next year, which we feel very well equipped to undertake.

One of the great strengths of WentWest is our strong and engaged workforce. I am constantly impressed by their level of competence, commitment and passion for the work they do every day. Not only are they focused on program deliverables, they also demonstrate a powerful sense of engagement with the community. This is evidenced by their participation in several events and awareness campaigns including NAIDOC Week, Mental Health Month, Red Apple Bowel Cancer Awareness Day, R U OK? Day and Women's Health Week. Their level of engagement was also reflected in the independent Best Practice Australia results, where 86 % of staff believe WentWest is a truly great place to work.

I would like to specifically thank the CFO and Finance Team for leading yet another successful audit with no noncompliance's with applicable laws and regulations, no uncorrected misstatement and no disclosure deficiencies. This was supported earlier in the year with the successful certification of the ISO 9001:2015 Quality Management System standard. We have truly lived up to our value of Excellence.

Thanks also to the support of Clinical and Consumer Councils for their ongoing commitment and participating in the wonderful combined Board and Councils strategic workshop held in May this year. This set the scene for a new era for WentWest as a regional primary health care organisation.

Finally, I would like to express my thanks to the Senior Management Team and Board for their ongoing support. In particular I would like to thank Professor Di O'Halloran as the Chair for her steadfast vision for a better health system, a lifetime of commitment that was recognised with the awarding of an Officer of the Order of Australia (AO) in 2018.

WALTER KMET
CEO, WentWest

TRANSFORMING PRIMARY CARE

DELIVERING AS A PRIMARY HEALTH NETWORK

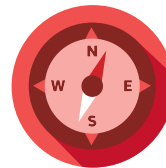
WORKING IN PARTNERSHIP WITH WESTERN SYDNEY LEADERS

VALUES IN PRACTICE

Our five values reflect WentWest's culture, support our vision and are the essence of our organisation's identity. A highlight of 2017 was the Values in Action workshop which allowed the entire organisation to deep dive into the values, offer fresh perspectives and discover ways in which to engage on a daily basis with them.



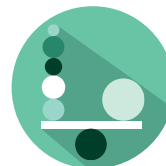
EXCELLENCE
BE THE BEST WE CAN BE



LEADERSHIP
INSPIRE ACTION



RESPECT
UNDERSTAND OTHERS



EQUITY
ACTIVELY OVERCOME BARRIERS



CREATIVITY
CHALLENGE CONVENTION



Top - Parramatta CBD.

Left - Durang Country, Aboriginal heritage in western Sydney.

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 and Other Drugs

Below - Grandmother and granddaughter.



Top - The greater Sydney community.

Above - Women of western Sydney.

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

At the core of WentWest's work is our engagement with consumers and community. Addressing western Sydney's health challenges requires collaboration to deliver quality, accessible care across the region. From Thrive@5 in Doonside to the outstanding work of our consumers on our commissioning panels and the Consumer Advisory Council, our commitment to listening to the diverse and passionate voices across western Sydney is strong and over the last 12 months we have continued to bring consumers and the wider community into the design, development and review of services.

A photograph of a diverse group of people looking upwards, overlaid with a semi-transparent red filter. The text 'CONSUMERS & COMMUNITY' is centered in white, bold, sans-serif capital letters. The background shows the faces of several individuals, including a man with glasses on the left and a woman with a headscarf in the foreground.

CONSUMERS & COMMUNITY

ABORIGINAL HEALTH

WentWest is dedicated in playing our part in closing the gap in relation to the health inequities experienced by Aboriginal and Torres Strait Islander communities. We support Aboriginal-run organisations to do this by commissioning them to run services and partnering with them to support program provision.

With the appointment of the Wellington Aboriginal Corporation Health Services as the organisation to run the Aboriginal health service for western Sydney, WentWest has worked hard to ensure we support newly operating programs in what is now known as the Greater Western Aboriginal Health Service.

We have continued to build and develop partnerships with Aboriginal groups and organisations in the western Sydney community. This year saw us sign a Memorandum of Understanding with Ngroo on the Connected Beginnings project, funded by the Australian Government. Ngroo's Mission Statement is to improve the opportunity for Aboriginal children to achieve their potential by increasing their level of participation in mainstream early childhood education and care and other relevant services and settings. The Mount Drutt Connected Beginnings objective is to support the integration of early childhood, maternal, and child health, and family support services with schools in a number of disadvantaged indigenous communities so that children are well prepared for school.

We are proud that we have ensured our mainstream commissioned programs include an obligation to ensure services are delivered in a manner that is culturally welcoming and appropriate for Aboriginal and Torres Strait Islander individuals and families living in western Sydney. In the coming year, WentWest is also seeking to offer employment opportunities to local Aboriginal community members with the establishment of two trainee positions.



\$2.5M IN FUNDING FOR HEALTH SERVICES SPECIFICALLY FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

EQUITY

WentWest worked with the WSLHD, the Baabayn Aboriginal Corporation, and Mount Drutt TAFE to run three workshops promoting breastfeeding, healthy nutrition, immunisation, healthy and safe child development, and smoking cessation.

RESPECT

WentWest ensured all program and partnership teams in the organisation attended a full day training session on cultural competence to ensure they can engage in respectful and culturally safe partnerships with Aboriginal organisations and community members.



Left - Aboriginal Health is a core health priority for WentWest.

AGED CARE

WentWest in partnership with the Western Sydney Local Health District (WSLHD) have made older people's health a priority over the past few years. A particular focus in 2017/18 was continuing to integrate care for older people, improve access to primary care services and support older people in healthy ageing.

Building partnerships to wrap care around older people across western Sydney is at the core of WentWest's work in this area. This was demonstrated in the collaboration with WSLHD and NSW Ambulance (NSWA) to coordinate Residential Aged Care Facility Network meetings, along with the formation of the Western Sydney Integrated Senior's Health (WISH) committee. Co-chaired by GP, Dr Chaminda De Silva, this committee was formed as part of the western Sydney Partnership Advisory Council's joint priority in Older Person's health. A Western Sydney Falls Collaborative consisting of WSPHN, WSLHD, NSW and Clinical Excellence Commission (CEC) was also formed and a working group supported by the CEC continues to develop strategies to address the burden of fall related injuries in older people and link in with the WISH committee.



160 OLDER PEOPLE PARTICIPATED IN A FALLS PROGRAM IN THE HOME OR IN THE MOUNT DRUITT COMMUNITY FUNDED BY WENTWEST



50+ GPs ATTENDED THE PALLIATIVE APPROACH FOR GPs WORKSHOP

LEADERSHIP

Commissioning a mental health social worker to provide support for older people living in Residential Aged Care Facilities – a first for Australia.

RESPECT

WSPHN's engagement with the Western Sydney Falls Collaborative and WISH Committee sees us driving collaboration across sectors to improve the health of the population.

CHILD AND FAMILY

Our work in this area is about 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.

MINI TOTS SOCCER

This past year has seen many highlights including Mini Tots Soccer incorporating Story and Rhyme Time at Crawford Primary School, providing a soft entry point into services for children and families. Provided in partnership with Relationships Australia and supported by Blacktown Police, Mini Tot's Soccer helps children and their families meet health-related staff in a non-threatening environment and provides an active and social opportunity to screen some of their key developmental milestones.

PAINT DOONSIDE REaD

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.

Below - Mini Tots Soccer at Crawford Primary School.

Bottom - Paint Doonside REaD.



Left - Paint Doonside REaD.

LITTLE POSSUMS PROGRAM

Connect Child and Family Services were also commissioned to provide the Little Possums Program - a trauma-informed child and family support and integration program in two primary schools.

THRIVE@5 IN DOONSIDE

Activities continued to build a commitment of those working in Doonside from government, non-government, the private sectors and faith-based groups. Bringing together these different sectors helps us to address the complexity of childhood vulnerability and disadvantage more comprehensively. Moving forward, the Thrive@5 speech pathology project will begin work in three Doonside childcare centres, focussing on helping children, families and staff improve school readiness of vulnerable children with speech and communication delays.

IMMUNISATION BIKE COMPETITION

Celebrating seven years, WentWest's Immunisation Bike Competition program has seen continued success and growth in its mission to improve child immunisation rates across western Sydney. More than 7,300 children have been immunised since the program's inception.



139 THERAPY SESSIONS
DELIVERED TO CHILDREN TO IMPROVE
SCHOOL READINESS



158 FURTHER SERVICES
PROVIDED TO FAMILIES INCLUDING
REFERRALS AND COMMUNITY
ENGAGEMENT



40 CHILDREN ATTENDED MINI TOTS
SOCCER

EQUITY

Little Possums have successfully engaged with vulnerable Aboriginal families in Doonside and have outcomes that show families are developing improved connectedness to the community and services.

MENTAL HEALTH

Working Closely with core partners including the Western Sydney Local Health District, consumers, carers, community organisations and support agencies, WentWest WSPHN has continued to expand its commitments around commissioning services, addressing western Sydney mental health needs.

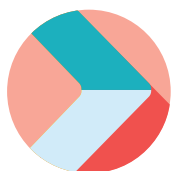
From 2017 WentWest WSPHN developed a commissioning process that included a stepped care approach to mental health services. Stepped care is a process of developing a hierarchy of interventions from least to most intensive across a number of priority areas. This has resulted in incorporating a number of telephone and online interventions that complement face to face health services as a way of comprehensively supporting people's mental health needs.

A key part was developing an integration of these services so that continuity of care is maintained should a consumer/patient require transition between services or more than one

service. As a result WentWest WSPHN has commissioned Connections helpline, Mindguide app and Clevertar app ensuring people can find helpful and accessible services when needed. Importantly when people access the helpline there is the ability for the consumer/patient to also be referred to WentWest WSPHN Primary Mental health care service and receive an appointment with a local mental health provider.

Primary Mental Health Care services continues to improve its flexibility and responsiveness to consumer needs and importantly the community needs with a wider array of specialty areas, as well as cultural diversity in the services provided.

This year saw the continuation of Western Sydney Partners in Recovery transition to the National Disability Insurance Scheme (NDIS) and the development of a number of commissioned services to support people with severe and complex mental health. This includes psychiatric services in Primary Care, hospital to home services to assist with transition of care for people discharged from hospital for a mental health presentation, and specialist psychiatric perinatal service. In addition WentWest WSPHN is co-commissioning a number of services across the mental health and alcohol and other drug portfolio, with a focus on service continuity for people with complex needs.



80% INCREASE IN THE NUMBER OF CLIENTS WITH AN ELEVATED RISK OF SUICIDE ACCESSING PSYCHOLOGICAL SERVICES



6,785 PAGE VIEWS OF MINDGUIDE, HELPING THE COMMUNITY NAVIGATE MENTAL HEALTH INFORMATION AND SERVICES



400 PARTICIPANTS IN MENTAL HEALTH TRAINING VIA WESTERN SYDNEY RECOVERY COLLEGE



300+ CALLS TO THE CONNECTIONS WESTERN SYDNEY HELPLINE



19,000 PSYCHOLOGICAL SESSIONS FUNDED



4,270 CLIENTS REFERRED TO PSYCHOLOGICAL SERVICES



130 REGISTERED MENTAL HEALTH PROFESSIONALS OFFERING SERVICES IN 30 DIFFERENT LANGUAGES



RESPECT

Commissioning services that reflect and recognise the multicultural demographic of western Sydney and health literacy.

LEADERSHIP

Allocating PMHC sessions based on consumer needs rather than standard quotas.

EQUITY

Facilitating equity and access to mental health services for those people who experience an elevated risk of suicide.

ALCOHOL AND OTHER DRUGS

With a mandate to commission services to increase access to treatment and support for people of western Sydney, the area of Alcohol and Other Drugs (AOD) has made great gains in 2017-18.

Below - AOD video filming 2018.

Bottom - WentWest team at Mental Health Connections Conference 2017.



Highlights included building a strong and effective Joint Advisory Group to work with the WSPHN to improve the client's movement through health services; developing a drug and alcohol specific Regional Plan for the next five years to build the PHN's role at a local system facilitator; and working with service users to create patient stories to encourage the people of western Sydney with drug and alcohol concerns to seek help.

Moving forward, WSPHN has developed a white paper to set a strategic agenda with a five-year plan to integrate drug and alcohol services and increase innovation including the way they are funded.



1,000+ PEOPLE
RECEIVED DRUG AND ALCOHOL
SERVICES FUNDED BY WSPHN



15 HEALTHPATHWAYS,
REFERRAL PATHWAYS AND PATIENT
RESOURCES DEVELOPED TO
SUPPORT GPs AND PHARMACISTS

RESPECT

Aboriginal and Torres Strait Island people told their own stories about alcohol overuse and treatment in their own words as part of a video project supported by WSPHN.

EQUITY

Funding from WSPHN has increased access to effective treatment to marginalised priority populations identified in our needs assessment (CALD, Aboriginal and Torres Strait Island, young people, people leaving prison)

LEADERSHIP

A student in the WSPHN funded NUAA Consumer Academy became a contributing member of our Consumer Council at WentWest.

CREATIVITY

Discovering creative ways to access mental health services such as the 24 hour helpline, a services navigation tool, a coaching app and peer designed and delivered courses and education.

RESPECT

Mental health and AOD commissioning collaborations are the beginning of service delivery approaches which reflect health impacts.

CHRONIC CONDITIONS

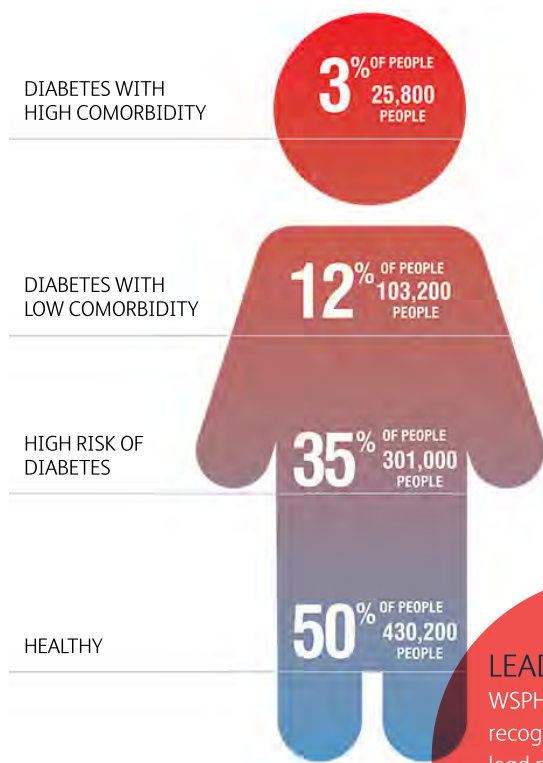
DIABETES

The dedicated work of the Western Sydney Diabetes Alliance continued in 2017-18 tackling the high rate of diabetes across the western Sydney population. Several projects were set in motion over the past 12 months with the goal of 'taking the heat out of our diabetes hotspot'.

These projects included selecting Blacktown CBD as a focus point to demonstrate impact in one locality and extending the 'place-based' focus of activities to enable and maximise the collaboration among Primary Prevention and Secondary Prevention and Management.

The 'data for decision making' framework is also being developed around benchmarking progress, the evaluation of interventions, data linkage, translational research and the development of a diabetes cohort to follow. Another key area of focus was around mobilising public support through awareness campaigns including Diabetes Week, the development of a Western Sydney Diabetes App for patient self-management and our continued work with the Diabetes Support Group.

DIABETES PREVALENCE IN THE WESTERN SYDNEY COMMUNITY



AUBURN - HOLROYD - PARRAMATTA
BLACKTOWN - HILLS DISTRICT LGAs



Left - Diabetes community screening.

VIRAL HEPATITIS

Increasing awareness and reducing the stigma around people affected by hepatitis B in at risk communities is at the core of the work WentWest has engaged in over the past 12 months. In partnership with the Jade Fan working group, WSPHN commissioned Hepatitis NSW to hold four community events which 167 members of our Chinese community participated in. Later this year, a community leaders forum will be held to engage leaders in CALD community to activate the community and identify champions.

GP practices who have high caseloads of hepatitis B will be supported to use new hepatitis filters on their patient management software, helping them to use data to identify patients who are missing out on monitoring and treatment. Practices will also be encouraged to access the WSLHD outreach hepatology services to receive support within their practices and wrap care around the patient.



50 HEALTH PROFESSIONAL RECEIVED TRAINING ON HEPATITIS B

CREATIVITY

The PHN commissioned Hepatitis NSW to run a Family Fun and Health day in partnership with the Hills Chinese School. Attendees received free fibroscans of their liver, generating a lot of helpful health discussion among the community. An example of partners and community leaders working together to address the stigma of hepatitis B in the community.

LEADERSHIP

WSPHN (WentWest) formally recognised as one of the lead partners driving Western Sydney Diabetes along with WSLHD, Diabetes NSW & ACT, PwC and NSW DPC.

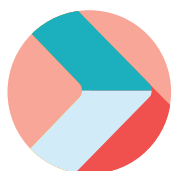
Above - Image courtesy of Western Sydney Diabetes.

POPULATION HEALTH

REFUGEE HEALTH

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

WentWest 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 will commence, tasked with further improving systems and knowledge of general practices who work with refugee clients.



87% OF ATTENDEES
AT AUBURN 'HELLO DOCTOR'
INDICATED THEY WOULD FOLLOW
UP ONE OF THE SERVICES ON OFFER



80+ REFUGEES ATTENDED
'HELLO DOCTOR,' AUBURN



70+ REFUGEES ATTENDED
'HELLO DOCTOR,' MOUNT DRUITT

EQUITY

'Hello Doctor' events provided many refugees with an introduction to the Australian health care system. This successful collaboration grew from partnerships with WSLHD, Migrant Resource Centres, Settlement Services International, interpreter services and NSW Refugee Health.



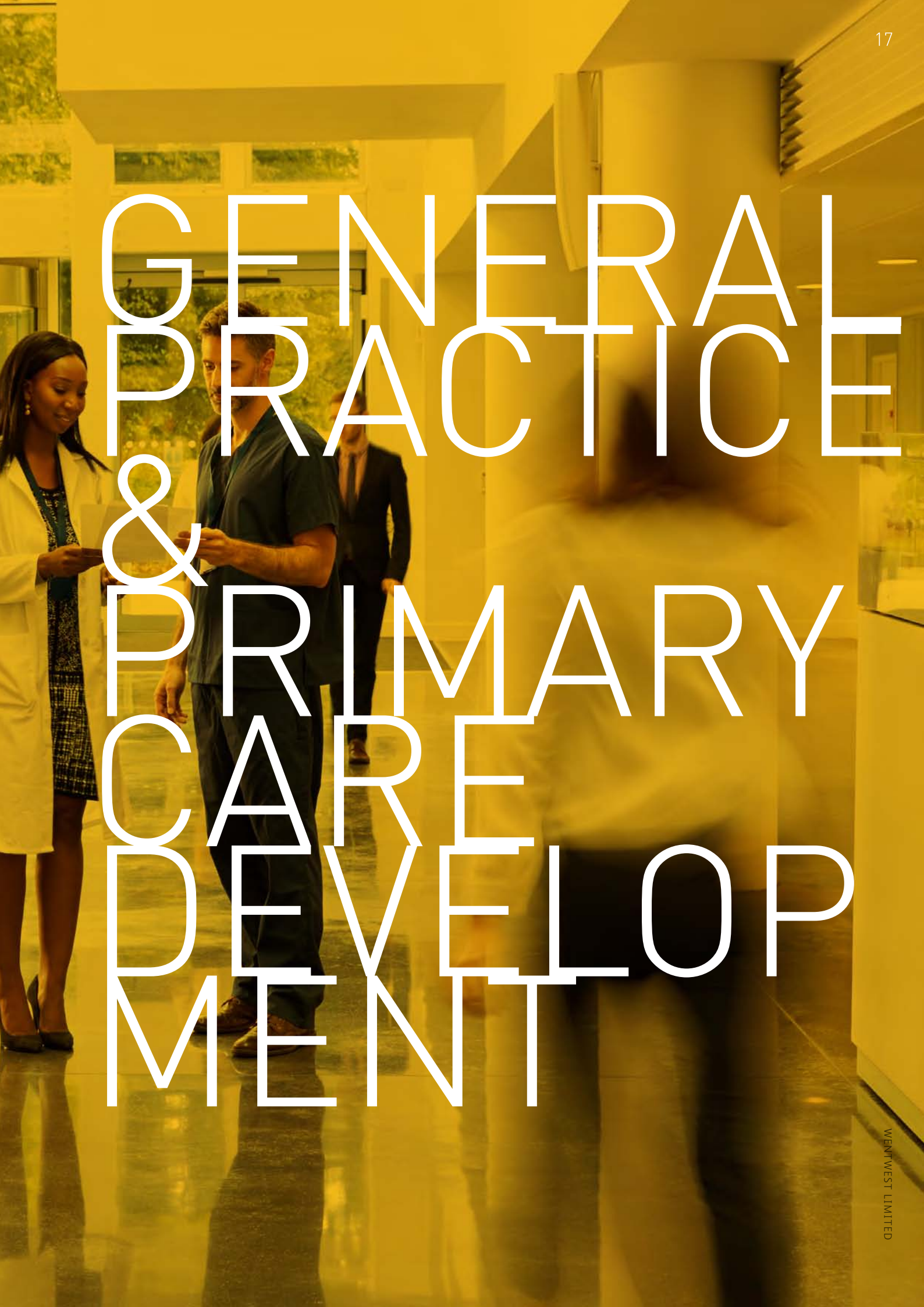
Top - Showgrounds Blacktown, Family Day.

Middle - Refugee community event.

Bottom - Refugee Health Expo, Mount Druitt.

GENERAL PRACTICE AND PRIMARY CARE DEVELOPMENT

Building on the ground-breaking work of previous years, transforming primary care across western Sydney remained a core focus with the results of the Patient Centred Medical Home program being published in early 2018 to much praise. Other program highlights included the HealthPathways team reaching the milestone of 400 published, individualised pathways and WentWest reaching a historic agreement with the Western Sydney Local Health District to share data to better plan health services into the future. The WentWest Practice Development Team have also gone from strength to strength, increasing their in-practice support for general practice across the region by 30% over the past year.



GENERAL & PRACTICE PRIMARY CARE DEVELOP MENT

Below - Addressing a fractured wrist in western Sydney.

AFTER HOURS

As part of our funding agreement with the Department of Health, the WSPHN have been tasked with increasing consumer awareness of the kinds of after hours primary health care services available in the community and to improve patient health literacy about the appropriate health services to access in the after hours period.

FEELING UNWELL?

The “Feeling Unwell?” campaign has played a key role in increasing consumer awareness of locally available health services as an alternative to presenting at a hospital Emergency Department. This campaign focused on educating the community about alternative health care options, helping to reduce the number of non-urgent presentations to emergency departments in western Sydney.

Over the past 12 months there have been several key achievements in this campaign, including the development of the “After hours health services for western Sydney” brochure. This resource includes information on health services available in the after hours period in western Sydney such as the healthdirect 24-hour GP support line, 24-hour crisis support lines, information on how to find a GP/ Pharmacy or Medical Deputising Services available in western Sydney.

The online social media “Feeling Unwell?” campaign reached over 77,000 Facebook users in western Sydney and has been shared by multiple organisations such as Healthdirect Australia and WSLHD.

Collaboratively, WentWest and WSLHD are in the process of developing a joint consumer-facing resource on health services available across western Sydney which will be made widely available in community health and general practices waiting rooms in western Sydney to further promote after hours services.

Right - After hours brochure sent to western Sydney residents.



THE INJURY CENTRE BLACKTOWN

The Injury Centre Blacktown opened in January 2018. In partnership with the Children’s Hospital at Westmead and the WSLHD as part of a HealthPathways working group, the Injury Centre Blacktown was designed to reduce hospital emergency department presentations and provide affordable fracture management for minor fractures and other musculoskeletal injuries.



10,000

RESIDENTS ACROSS WESTERN SYDNEY RECEIVED AFTER HOURS BROCHURES



9,500

FRIDGE MAGNETS RECEIVED BY WESTERN SYDNEY HOUSEHOLDS OVER CHRISTMAS

CREATIVITY

The WSPHN commissioning of the Injury Centre Blacktown addressed the need for a reduction in hospital emergency department presentations of minor fractures.

EQUITY

The development of the “Feeling Unwell?” campaign material was translated into six languages to cater to our CALD communities.

PATIENT CENTRED MEDICAL HOME

WentWest, in partnership with Western Sydney University, released the evaluation report for its Patient Centred Medical Home (PCMH) program titled “Transforming General Practice in western Sydney – the practice perspective”.

The study set out to map the continuum of primary care transformation occurring across eight general practices and to understand the experience, barriers, facilitators and practice and resource costs of transformation to PCMH. The results were presented at the 4th International Health Care Reform Conference in March 2018 and the full evaluation report is available on the WentWest website.



Above - The Patient Centred Medical Home Research Report.



7 WESTERN SYDNEY PRACTICES SUPPORTED BY WSPHN TO TRANSITION TO A PCMH MODEL



42 PRACTICES PARTICIPATING IN A LOCAL INTEGRATED CARE PILOT WHICH IMPLEMENTS ASPECTS OF THE PCMH MODEL

LEADERSHIP

“Understanding Patient Centred Medical Home (PCMH) Transitions in Western Sydney” published, demonstrating the real difference PCMH can make to the lives of consumers, medical professionals and the wider health care system at large.

10

QUALITY GENERAL PRACTICE OF THE FUTURE

8

PROMPT ACCESS TO CARE

9

COMPREHENSIVENESS AND CARE COORDINATION

5

PATIENT-TEAM PARTNERSHIP

6

POPULATION MANAGEMENT

7

CONTINUITY OF CARE

1

ENGAGED LEADERSHIP

2

DATA DRIVEN IMPROVEMENT

3

PATIENT REGISTRATION

4

TEAM BASED CARE

THE TEN BUILDING BLOCKS OF HIGH PERFORMING PRIMARY CARE

HEALTH CARE HOMES

Health Care Homes are general practices or Aboriginal Community Controlled Health Services (ACCHS) that provide better coordinated and more flexible care for Australians with chronic and complex health conditions.

Chronic disease is on the rise in Australia. One in two Australians now have a chronic disease — such as diabetes, arthritis or heart and lung conditions — and one in four have at least two chronic health diseases. Health Care Homes help people better manage their conditions by giving them coordinated, integrated care, that is tailored to their needs, and provided at their usual GP clinic or ACCHS. The stage one trial of Health Care Homes will run until November 2019.

Selected as a fast start region, WentWest have supported practices through a comprehensive education program based on the ten building blocks of high performing primary care. We have aligned Health Care Homes with the Integrated Care program, allowing access to a greater range of services including care facilitators,

General Practice Pharmacists and more. Enrolments are steadily increasing, and western Sydney is one of the leading regions for the Health Care Homes initiative.



22 WESTERN SYDNEY PRACTICES ARE PARTICIPATING IN THE HEALTH CARE HOMES NATIONAL PILOT PROGRAM.

LEADERSHIP

WentWest selected as a fast start region supporting practices through an education program based on the ten building blocks.

HEALTH CARE HOMES BENEFITS FOR PATIENTS



MY CARE TEAM

Consumers have a committed care team, led by their usual doctor.

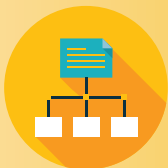


MY SHARED CARE PLAN

This plan helps consumers have a greater say in their care; and makes it easier for health professionals, both inside and outside the Health Care Home, to coordinate care.



BETTER ACCESS & FLEXIBILITY



BETTER COORDINATED CARE

INTEGRATED CARE

The Integrated Care program, in partnership with Western Sydney Local Health District (WSLHD), moved from the former demonstrator model into Phase II.

This evolution 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.

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.

Following successful pilot trials, WentWest in association with the University of Technology Sydney have commenced a Cluster Controlled Trial to evaluate the clinical, humanistic and economic impact of GPP interventions as well as a randomised controlled trial for a Minor Ailments Study. This is in addition to a new model of care for Integrated Care patients admitted to hospital, which involves a medication review with both hospital pharmacists and a post-discharge review with a GPP.

LEADERSHIP

One of the first PHN's in Australia to roll out a General Practice Pharmacist program.

HEALTHPATHWAYS

An initiative aimed at increasing localised health care content through an easy to access platform, HealthPathways is a web-based information portal supporting primary care clinicians to plan patient care through primary, community and secondary health care systems within western Sydney. It is like a 'care map', so that all members of a health care team can be on the same page when it comes to looking after a patient.

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. Sustained growth in utilisation rates for HealthPathways have demonstrated the utility of this platform.

The rollout of the GoShare patient information platform linked to HealthPathways allows health care providers even greater access to local health care information and an ability to share multimedia patient-focused health content directly with their patients.



Top - HealthPathways team celebrating 400 pathways.

Top right - HealthPathways breast cancer group.

Above - The Western Sydney General Practice Pharmacist Program brochure for 2018.



400th PATHWAY
MILESTONE REACHED JULY 2018



33 % INCREASE IN
HEALTHPATHWAYS UTILISATION



132,476
PAGE VIEWS



29,302 SESSIONS

HEALTH INTELLIGENCE UNIT (HIU)

Data driven decision making has become a key focus within WentWest over the past year. Improved internal capabilities within WentWest has provided us with greater transparency around quality and quantity of care.

A highlight of the year for Health Intelligence Unit was the regional data sharing agreement with Western Sydney Local Health District, allowing a single system view of the patient journey. The integration of all internal and external sources of data to leverage evidence-based best practice and the generation of a data dashboard for general practice was achieved through the creation of the WentWest Business Intelligence Tool. HIU was also responsible for creating a monitoring and evaluation tool for all commissioned providers which aligns with the National PHN Performance and Quality Framework and PHN activity planning.



322,241 PATIENT
RECORDS LINKED VIA THE NSW
GP DATA LINKAGE PROJECT

LEADERSHIP

Removing siloes with external partners through a range of data sharing agreements.

EXCELLENCE

Driving quality improvement across general practices with the Practice Data Dashboard.



MY HEALTH RECORD

The Australian Digital Health Agency is the System Operator of the My Health Record (MHR) system. WentWest has been tasked with increasing awareness about the system to western Sydney health care practitioners and consumers. As part of this initiative, the successful Practice Nurse Shared Health Summary Pilot Incentive program has seen an upload increase of 20%.



269 PRACTICES REGISTERED



137 PHARMACIES REGISTERED



50 ALLIED HEALTH REGISTERED



100% MY HEALTH RECORD
AWARENESS FOR PRACTICES AND PHARMACIES



13 CPD EVENTS ON MY HEALTH RECORD

LEADERSHIP

Successful engagement of clinical champions and consumer champions for MHR expansion activities.

COLLABORATIVE PAIRS

This year, WentWest as a PHN was thrilled to be part of the Collaborative Pairs National Demonstration Trial which commenced at the beginning of 2018. 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 to work collaboratively to lead change in person-centred health care, services and systems.

The initiative is designed to enable health professionals and consumers to develop capacity in working collaboratively to influence and transform the health system. After the success of the trial, our first cohort of the program will commence in late 2018 facilitated by our trial participants, WentWest Board member, Dr Wally Jammal, a GP and university lecturer and Debra Kay, a consumer engagement expert who has worked for many years in community health partnerships to build accessible, safe and effective health care.

RESPECT

WSPHN is part of the Collaborative Pairs National Demonstration Trial that creates an open collaboration between consumers and service providers to transform health leadership.



Top left - Family Fun Day.

Top right - Emergency entrance to Blacktown hospital.

Above - My Health Record, Mens Health Week at Bunnings Blacktown.



ADHA DIGITAL HEALTH TEST BEDS

WentWest has partnered with several stakeholders on two successful bids for the Australian Digital Health Agency's – Digital Test Beds.

In partnership with Western Sydney Local Health District and PwC, the DoubleJump™ Interchange (DJI) for Western Sydney Diabetes is the first. The DJI enables secure information sharing across organisations to facilitate purposeful exchanges of knowledge, data and insights, laying the foundations for transparency, collaboration and innovation. It has been deployed in Texas, United States since 2015 to support diabetes cohorts and will be tested across western Sydney.

In partnership with Sydney Health Partners Academic Health and Translational Research Centre and eHealth NSW, the Western Sydney Cardiology Care Test Bed, this project will investigate how My Health Record (MHR) can support the delivery of a novel model of care through Rapid Access Cardiology Clinics (RACCs), such as the newly established RACC at Westmead Hospital. The project will look at how MHR can support risk stratification of patients referred to the RACC, reduce duplicate testing, and support communication between health care providers via Shared Health Summaries. Test Bed results will be used to scope feasibility of an innovative cardiology-specific application populated with information from the MHR, enabling optimisation of patient care.

LEADERSHIP

In collaboration with several partners, the successful bid for two Digital Test Beds demonstrates the innovative leadership of WentWest.

WENTWEST SNAPSHOT



587
GPs TRAINED



948,593
WESTERN SYDNEY
POPULATION



\$20.3M
SPENT ON MENTAL
HEALTH SERVICES



408
OUTGOING GP HELPDESK
CALLS



400
NEW HEALTH
PATHWAYS LOCALISED
AND PUBLISHED



2,647
CHILDREN IMMUNISED
THROUGH IMMUNISATION
BIKE COMPETITION



104%
GROWTH OF
WENTWEST SOCIAL
MEDIA (FACEBOOK)



4,277
CLIENTS REFERRED
INTO PRIMARY MENTAL
HEALTH CARE SERVICES



560 DIABETES
PATIENTS REACHED
THROUGH DIABETES
CASE CONFERENCING



258
EVENTS HELD AT
WENTWEST



240,615
MY HEALTH RECORD
REGISTRATIONS AT
PRACTICES



322,241
TOTAL PATIENT RECORDS
LINKED (ACROSS THE
THREE PHASES)



294
COMPUTERISED
PRACTICES



108

REGISTRARS IN GENERAL
PRACTICE



458

NUMBER OF PRACTICE
NURSES IN WESTERN
SYDNEY



348

NUMBER OF GENERAL
PRACTICES IN WESTERN
SYDNEY



236

ACCREDITED PRACTICES
TO RACGP STANDARDS



\$3.5M

ALCOHOL AND OTHER
DRUGS SERVICES
COMMISSIONED



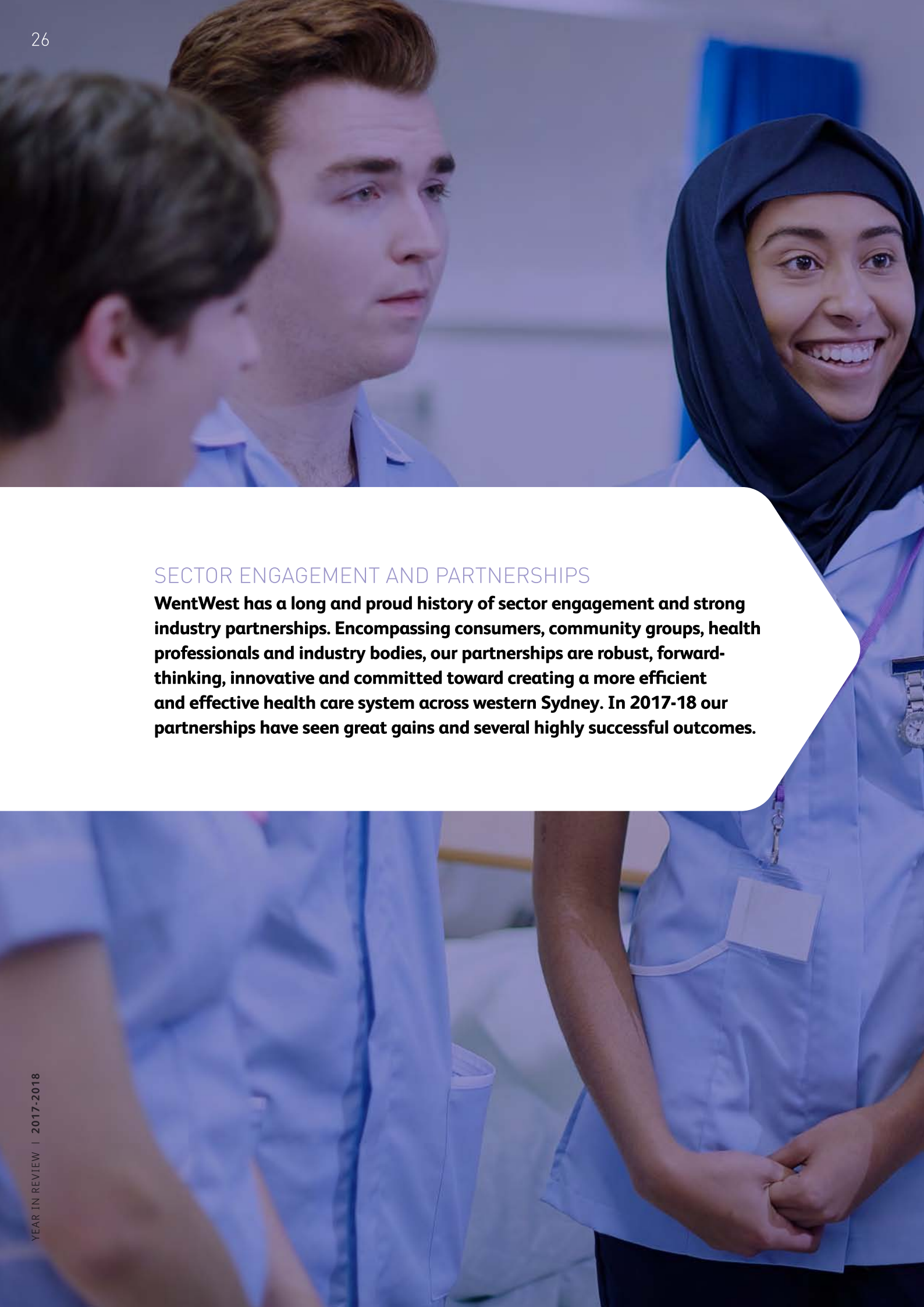
\$27.1M

SPENT ON COMMISSIONED
SERVICES AND GRANTS



3985

PRACTICE SUPPORT
VISITS TO GP PRACTICES



SECTOR ENGAGEMENT AND PARTNERSHIPS

WentWest has a long and proud history of sector engagement and strong industry partnerships. Encompassing consumers, community groups, health professionals and industry bodies, our partnerships are robust, forward-thinking, innovative and committed toward creating a more efficient and effective health care system across western Sydney. In 2017-18 our partnerships have seen great gains and several highly successful outcomes.

A young woman with blonde hair in a bun, wearing a white lab coat, is looking towards a man in a blue lab coat. They are in a clinical setting, possibly a hospital or clinic. The background is slightly blurred, showing other people and medical equipment.

SECTOR ENGAGEMENT & PARTNER SHIPS

CONSUMER ENGAGEMENT

With a remit to strengthen the voice of consumers in the design and delivery of primary health care across western Sydney, the Consumer Advisory Council saw a refresh of its membership with the recruitment of six new consumers from a diverse range of backgrounds. In May a stimulating joint strategy meeting with a focus on Integrated Care was convened, with the Consumer Advisory Council, the WentWest Board, senior management and Clinical Council in attendance.

Over the past year consumer-focused engagement has continued to expand with consumer representation occurring on selection panels for tenders, consumers consulting on the Healthy Western Sydney website and a Consumer Needs Assessment being conducted through The Science of Knowing.

PEER

Stemming from a longstanding collaboration between WentWest 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.

REFRESH OF THE CONSUMER ADVISORY COUNCIL WITH THE RECRUITMENT OF SIX NEW CONSUMERS

STRATEGIC MEETING WITH THE BOARD

CONSUMER REPRESENTATION ON SELECTION PANELS FOR TENDERS

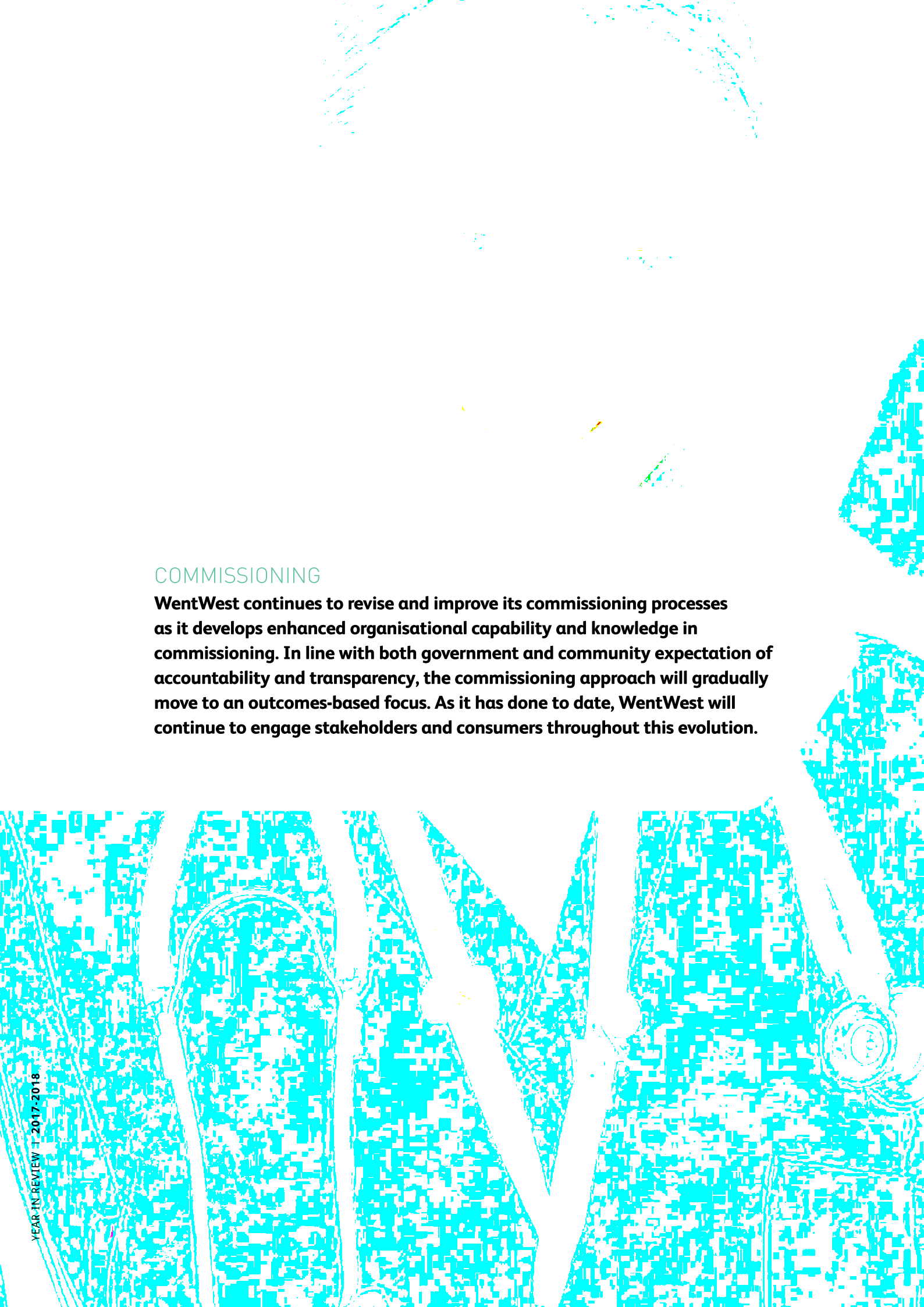
CONSUMER NEEDS ASSESSMENT WITH THE SCIENCE OF KNOWING

CONSULTATION ON THE HEALTHY WESTERN SYDNEY WEBSITE

PARTNERSHIPS TEAM UNDERTOOK CONSUMER REP TRAINING AND ONE OF OUR CONSUMERS PARTICIPATED IN THE TRAINING

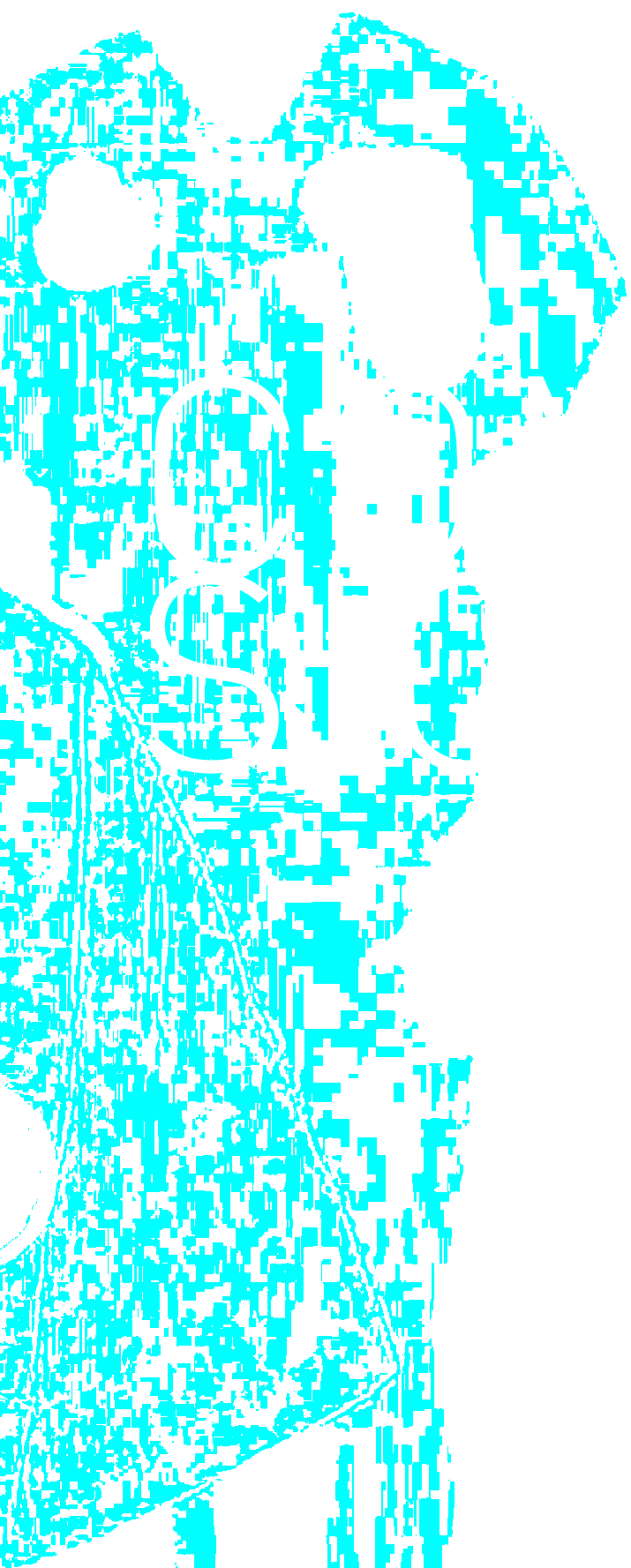
IN THE PURSUIT OF WENTWEST'S QUADRUPLE AIM, WE VALUE THE ONGOING INDUSTRY PARTNERSHIPS WE HAVE DEVELOPED AND NURTURED OVER THE YEARS. OUR REMARKABLE COMMUNITY OF STAKEHOLDERS AND PARTNERS CONTINUES TO GROW IN STRENGTH AND COMMITMENT AND WE ARE EXTREMELY GRATEFUL FOR THEIR SUPPORT.





COMMISSIONING

WentWest 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 it has done to date, WentWest will continue to engage stakeholders and consumers throughout this evolution.



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 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.



Left - Aged care in the community.

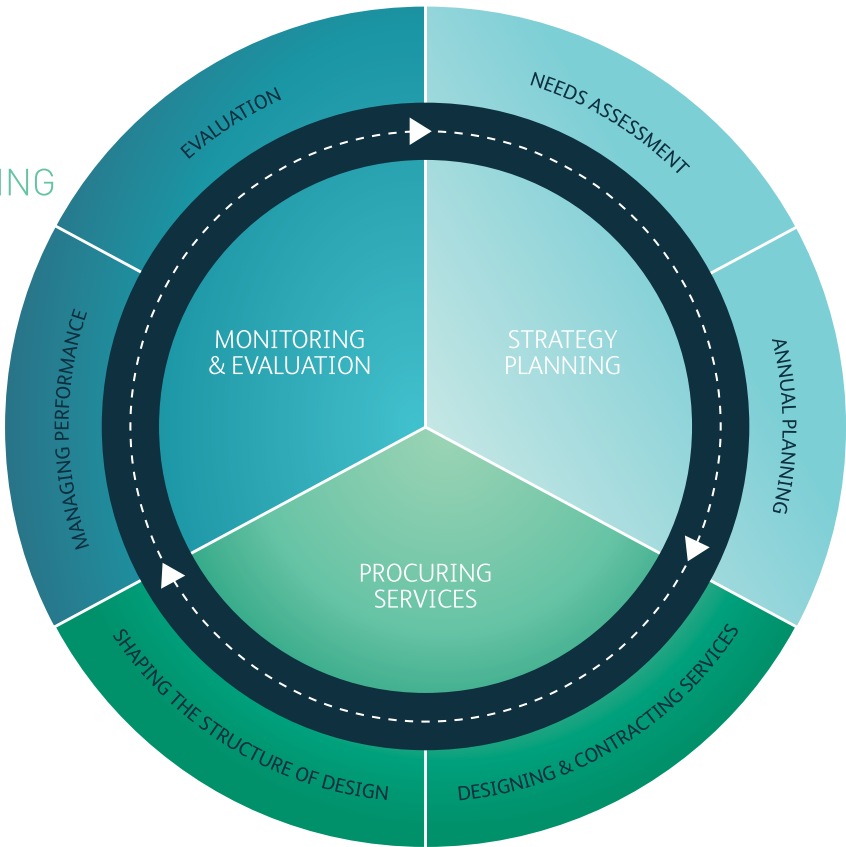
In addition to these objectives, the other fundamental elements of the WSPHNCF are:

- Appropriate staffing and organisational structure to assist in achieving the above objectives;
- Well developed commissioning processes to ensure consistency and quality of setup and delivery of commissioned services;
- Efficient systems to support the commissioning activities;
- Appropriate payment models including payment for outcomes;
- Experienced Commissioning Advisory Groups to oversee commissioning activities and provide best practice guidance and recommendations.



\$27.1M
TOTAL SPENT ON COMMISSIONED
SERVICES AND GRANTS

THE WSPHN COMMISSIONING FRAMEWORK





\$3.5M

ALCOHOL AND OTHER DRUGS
SERVICES COMMISSIONED



\$2.5M

SPENT ON ABORIGINAL HEALTH
SERVICES



\$136,599

SPENT ON AGED CARE
COMMISSIONED SERVICES



\$118,979

SPENT ON CHILD AND FAMILY
COMMISSIONED SERVICES



\$187,460

SPENT ON CHRONIC CONDITIONS
COMMISSIONED SERVICES



\$20.3M

SPENT ON MENTAL HEALTH
SERVICES



\$1.1M

SPENT ON ALCOHOL AND OTHER
DRUGS AND CONTRACTED MENTAL
HEALTH CO-COMMISSIONED
SERVICES

COMMISSIONING AT WORK

In 2017 WentWest identified that people with complex mental health needs in our region sometimes did not have enough access to psychiatric care in the community. As a result, we undertook a co-design commissioning process, where we identified with consumers, service providers and GPs a new way of increasing access to psychiatric services for some of our areas most vulnerable community members.

Expressions of interest were received from five different organisations. Our independent selection panel consisted of representatives from the following areas/organisations: consumers, carers, GPs, mental health professionals, Western Sydney Local Health District, community mental health, the Mental Health Commission of NSW and the NSW Mental Health Coordinating Council.

The preferred provider was selected and WentWest proudly commissioned Flourish Australia to provide the Primary Care – Psychiatry Liaison Services (PC-PLS). This service brings the expertise of a psychiatrist into general practices to support GPs. The service aims to assist GPs in their assessment and management of mental health conditions within their practices to help them care for the patients who have severe and complex needs. The service facilitates early intervention, decreases crisis presentations to hospitals and enables GPs to provide holistic care for people experiencing complex and co-existing physical and mental health issues.

The PC-PLS team is comprised of a Psychiatrist, PEER Support Worker, and Support Coordinator. The PEER Worker is a key part of this initiative, as they provide support to the consumers and carers, following case conferences with the client, whilst the Support Coordinator can assist with linking people to community support services in the region. This program is now in its third successive year and results are very promising. We will now look to expand across additional GP practices.

This ground-breaking service, which is unique to Australia, is an example of WentWest utilising a co-design process, gaining active contribution from a diverse mix of stakeholders that puts the patient's experience and needs at the centre, takes account of what the service system needs, and supports the skills and development of GPs to provide high quality care to those who need it most.



Above - The diversity of culture in the western Sydney community.

PEOPLE AND CULTURE

WentWest's greatest asset are its people. Passionate, committed and focused on transforming primary health care across western Sydney, they are continuously striving for excellence and tangible results. The organisation once again participated in the Best Practice Australia (BPA) 2018 National Benchmarking Survey. Our participation rate was 94%, one of the highest response rates from a PHN, indicating a strong sense of engagement, with 86% of staff stating that WentWest is a truly great place to work.



PEOPLE & CULTURE

WENTWEST STAFF WERE ABLE TO LEAVE COMMENTS AS PART OF THE SURVEY, FURTHER REINFORCING THE STRENGTH OF THE ORGANISATION.

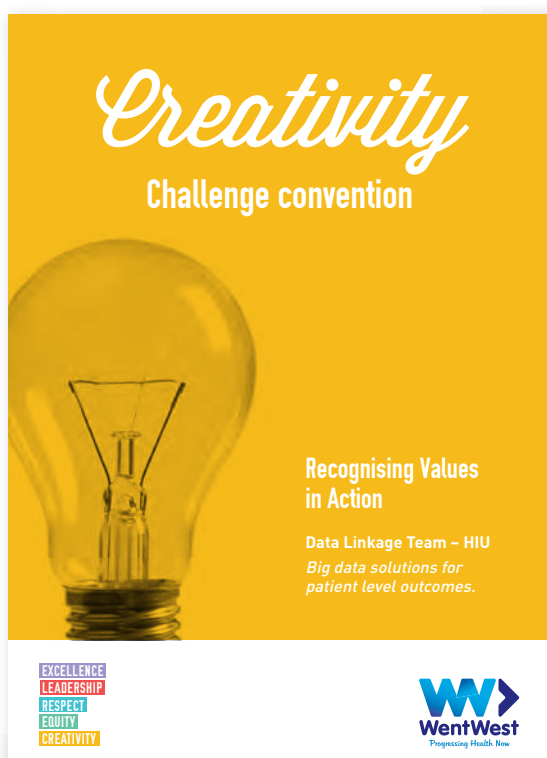
“AMAZING LEADERSHIP, FANTASTIC CULTURE, EVERYONE HAS AN ABILITY TO HAVE A SAY.”

“PHN IS PROGRESSIVELY WORKING TO IMPROVE PATIENT OUTCOMES IN OUR REGION.”

“ALL STAFF HAVE THE SAME VALUES AND VISION.”

“MOTIVATED, COMMITTED GROUP OF PEOPLE WHO DO THEIR BEST TO MAKE A DIFFERENCE.”

“VERY PEOPLE FOCUSED. LEADERS ENGAGE AND MOTIVATE THEIR STAFF.”



TOWARDS NEW HEIGHTS

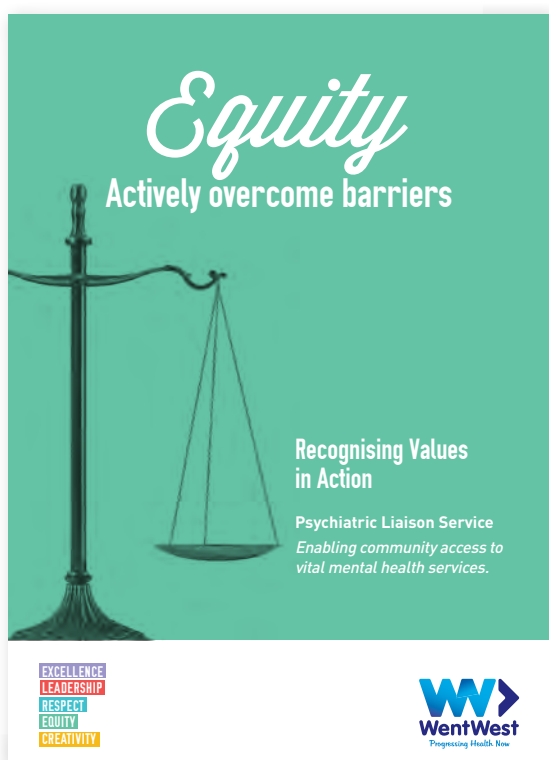
ANNUAL TEAM DEVELOPMENT DAY

As a high-performing organisation a core focus is on staff engagement, employee health and wellbeing and on-going learning and development. This was never more evident than at our annual team development day held in November 2017. With the theme of "Towards New Heights," the day centred around embedding our five values further into the culture.

One of the highlights of the day was a presentation by Dr Tim Sharp on positive psychology - with much of the work we do focussed on outwardly improving the health of others, this session was an opportunity to focus on our own employees and their personal wellbeing. This session was very well received by our employees.



Above - WentWest Team Development Day 2017.



BRINGING VALUES TO LIFE

The Bringing our Values to Life workshop was also very popular. Designed to showcase how WentWest strives to achieve each value - we asked the team to workshop which individual, team, project or partnership best illustrated one of the value's and why.

There were two nominations for each value. Each staff member then placed their vote. The winners were commemorated on a series of posters which adorn the walls of WentWest's offices.



94 %
BPA SURVEY RESPONSE RATE



92 % ARE PROUD OF THE SUCCESS
AND ACHIEVEMENTS OF OUR PHN



89 % SAID THAT MY PHN IS
INNOVATIVE, PROGRESSIVE, PRO-ACTIVE
AND DYNAMIC



86 % OF RESPONDENT'S THINK
WENTWEST IS A TRULY GREAT PLACE TO
WORK



84 % UNDERSTAND WHAT OUR
STRATEGIC PLAN MEANS FOR THEIR
WORK



83 % OF RESPONDENTS IN OUR
PHN AGREE THAT WE ARE MEETING
OUR STAKEHOLDERS' EXPECTATIONS



81 % BELIEVE THAT OUR
PHN HAS STRONG AND EFFECTIVE
TEAMWORK

Left - Staff recognition of values in action.

FINANCE, QUALITY AND IT

2017-18 was a banner year for the Finance, Quality and IT departments, with successful accreditation and audits being completed and the rollout of a new staff communication platform. Revenue and contractual expenditure have grown considerably over the past decade with a 742% increase in funding providing a solid base for WentWest to pursue its objectives and Quadruple Aim.

FINANCE & QUALITY & IT

QUALITY

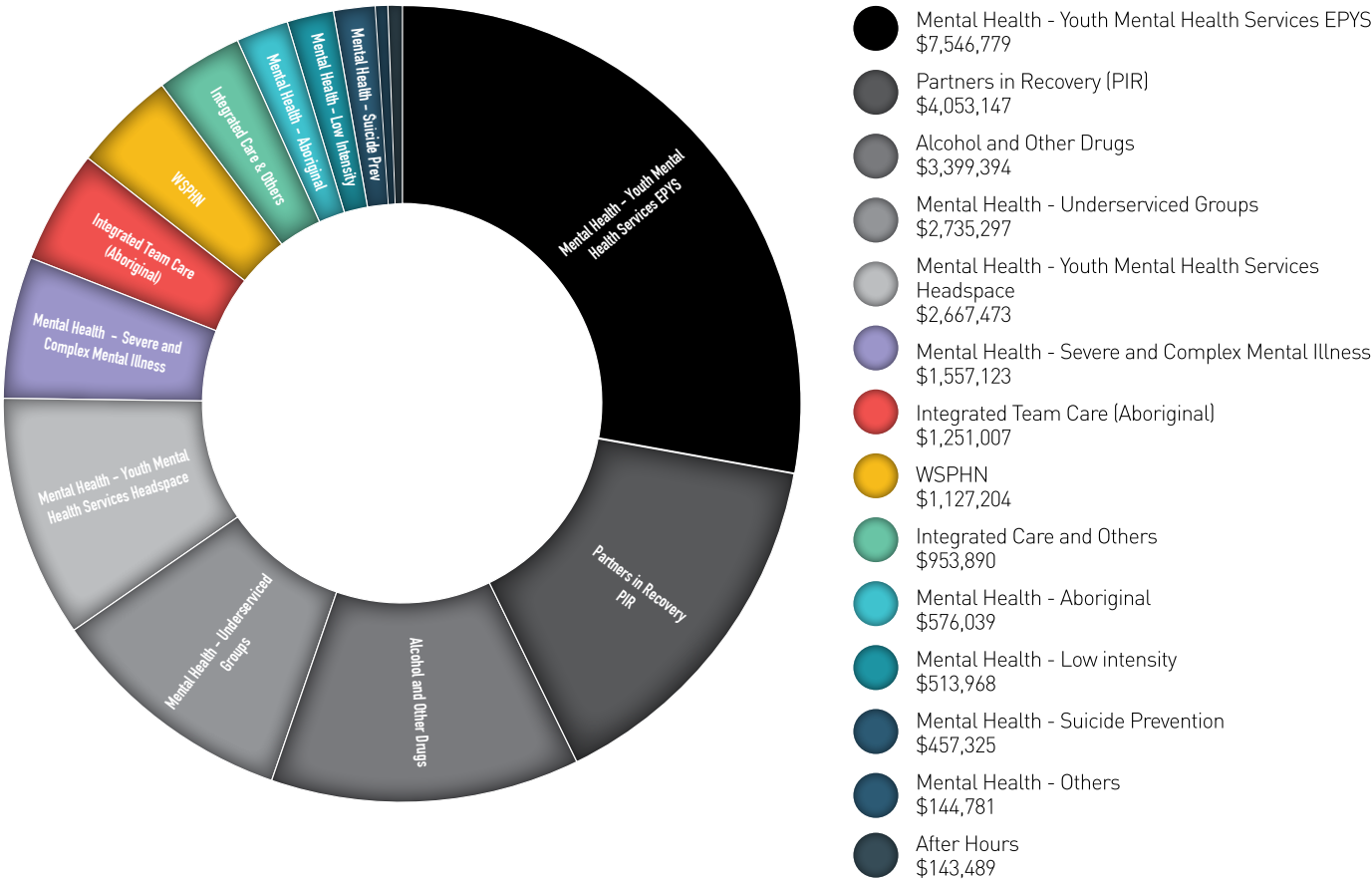
WentWest successfully gained certification of the ISO 9001:2015 Quality Management System standard whilst having transitioned from the 2008 version. WentWest is one of the first PHNs in Australia to have gained this certification.



Above - The first PHN in Australia to gain the ISO 9001:2015 certification.



WENTWEST LIMITED
COMMISSIONED CONTRACTS AND GRANTS EOFY 2018



FINANCE

The auditor's report to FARM, showed a successful audit with no non-compliance with applicable laws and regulations, no uncorrected misstatement and no disclosure deficiencies.

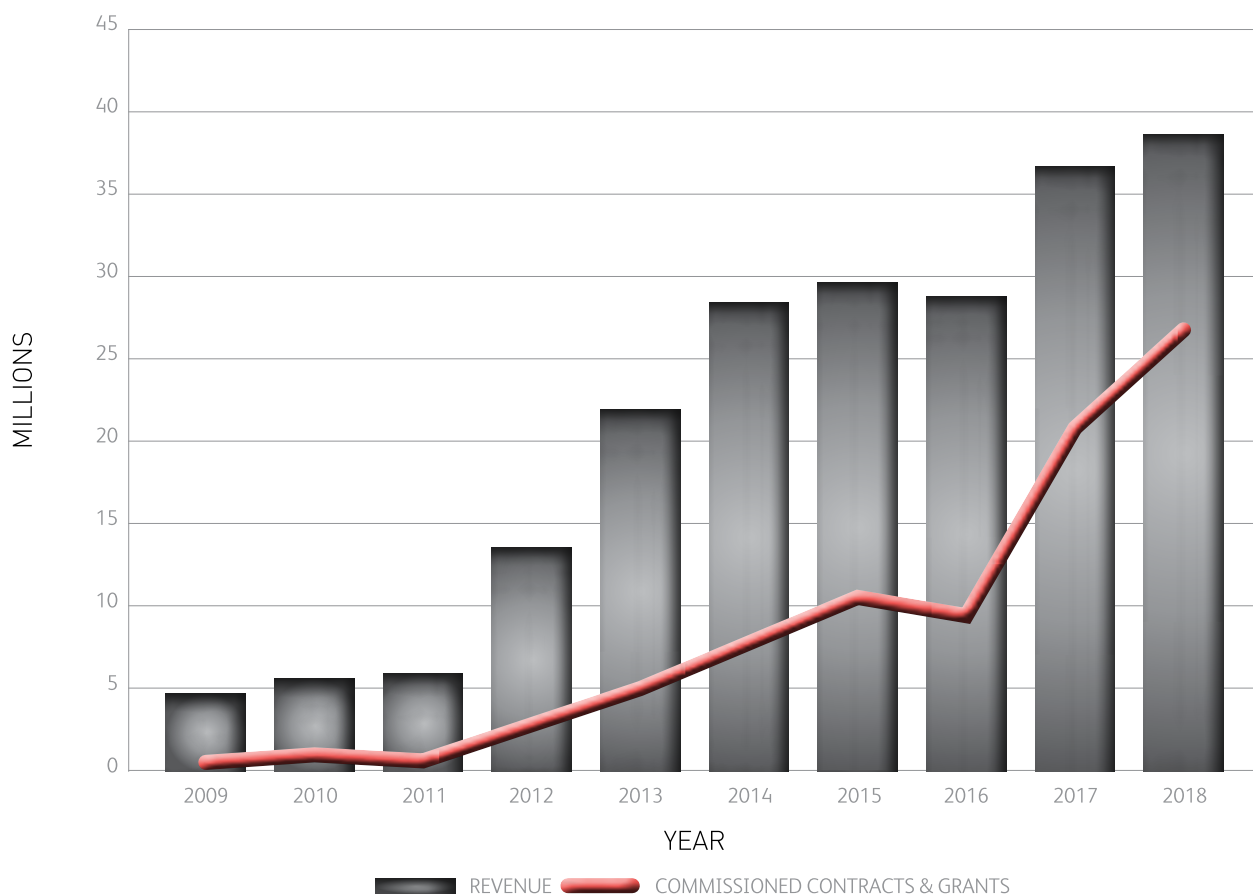
IT

IT successfully rolled out a new staff communication platform and one source of truth to access critical organisational documents. Launched in December 2017 it offers both an Intranet and Board Portal for access to sensitive documents in a secure manner and for greater communication across the organisation.

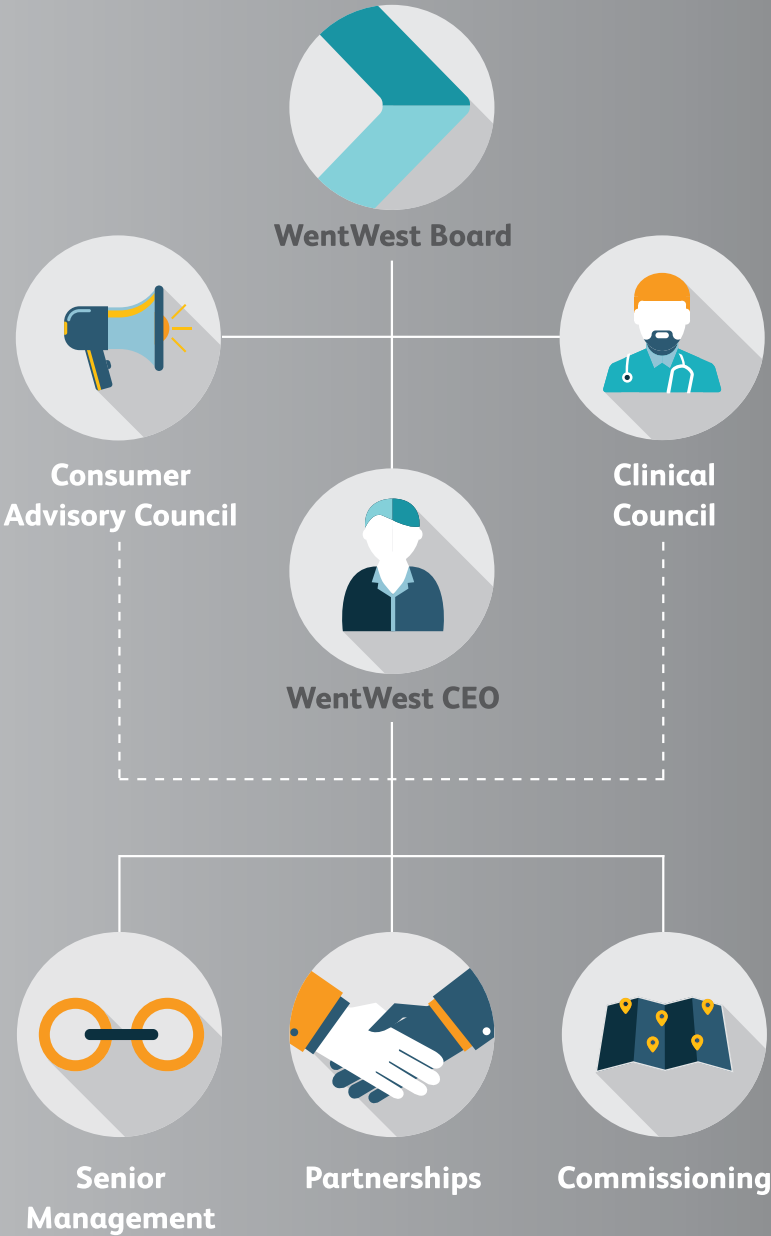
Right - New staff communication platform.



WENTWEST LIMITED REVENUE AND COMMISSIONED CONTRACTS



GOVERNANCE STRUCTURE



BOARD


CONJOINT PROFESSOR, UWS
Diana O'Halloran AO

Qualifications: MB BS, FRACGP, MHPEd, FAICD

Experience and expertise: Diana has longstanding involvements in general practice education, organisational change and health system reform. In addition to the WentWest Board, Diana is a member of the Western Sydney Local Health District Board, the Australian Medical Local Alliance Board and the NSW Agency for Clinical Innovation's General Practice Clinical Advisory Group. She is the immediate past Chair of the NSW General Practice Advisory Council and the RACGP's Presidential Task Force on Health Reform and National Standing Committee – Education. Prior to this, Diana chaired the RACGP's NSW&ACT Faculty and was a RACGP Councillor/ Board member from 2000 to 2008.

Special responsibilities: Chairperson


PROFESSOR
Tim Usherwood

Qualifications: BSc, MB BS, MD, DMS, FRCGP, FRACGP, FRCP, FAICD

Experience and expertise: Tim is Professor of General Practice at the University of Sydney, and Deputy Head of the University's Westmead Clinical School. He is a Professorial Fellow at the George Institute for Global Health, and a clinical academic at Westmead Hospital.

Special responsibilities: Deputy Chair, Chair Clinical Governance Committee


DR
Anne-Marie Feyer

Qualifications: BA (Hons), PhD, GAICD

Experience and expertise: 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 NSW Health Workforce Taskforce, led the state-wide evaluation of the Chronic Disease Management Program in NSW, and co-chaired the review of medical intern training in Australia for the Australian Health Ministers Advisory Committee (AHMAC). She is currently an adjunct professor at the University of Technology Sydney working with senior colleagues to develop innovation in health care through data. Anne-Marie has more than 30 years' experience in public health research and policy, spanning private and academic sectors. As a Senior Partner at PricewaterhouseCoopers (PwC), she established the Firm's Health Advisory Practice. Prior to joining PwC in 2001, Anne-Marie held senior academic appointments in public health in Australia and New Zealand.

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 Council Member for Australian Professional Standards Council and is a community member of the Board and has a special interest in bioethics and medical regulation.

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


MR
Alan Zammit AM

Qualifications: BBus, ALGA, FCPA, FAICD, LREA

Experience and expertise: Alan has had an executive career spanning over 45 years in urban, regional and community development. He has extensive experience as a professional Non-executive Director, Board Chairman and Chairman 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


MR
Russell Taylor AM

Qualifications: MBA, GradDipPSM, GradDipArts, 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, the Biodiversity Conservation Trust and the Council of the University of Technology, Sydney. 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' and in 2016 was awarded the inaugural UTS Indigenous Australian Alumni Award.


DR
Wally Jammal

Qualifications: MBBS, FRACGP, DCH M, Health Law

Experience and expertise: Wally is currently the principal GP in a family practice in Sydney. He supervises GP registrars and medical students in his practice. His interests include paediatrics, men's health, ethics, health law, and quality and safety in health care. He has a keen interest in health economics and models of care in general practice, especially the Patient Centred Medical Home framework. He and his practice have been leaders in the Commonwealth's Health Care Homes initiative and the NSW Integrated Care Demonstrator project. He is a Clinical Lecturer at the University of Sydney and Conjoint Senior Lecturer School of Medicine, Western Sydney University. He sits on various MBS review committees, is a member of the evaluation subcommittee of the Medicare Services Advisory Committee, GP Advisory Committee for ACI, and sits on review committees for Therapeutic Guidelines. He was also nominated NSW RACGP GP of the year for 2017.



VALUES IN PRACTICE

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