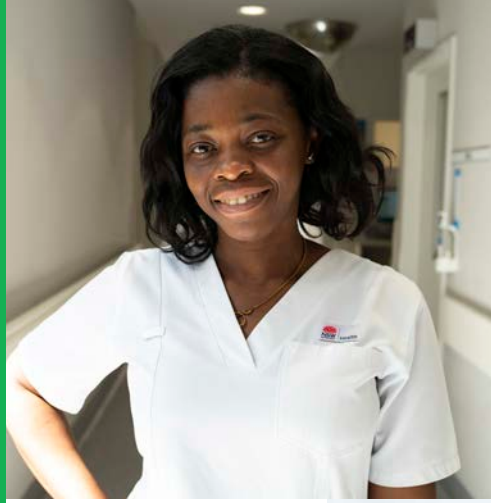


Nepean Blue Mountains  
Local Health District



# Year in Review

2022 - 2023

Together Achieving Better Health





The Nepean Blue Mountains Local Health District acknowledges the traditional custodians of the lands and waterways within its boundaries including the Darug, the Gundungurra and the Wiradjuri people.

We acknowledge and pay respects to Elders past and present.

We extend that respect to our local Aboriginal community and staff. We celebrate their strength and enduring connection to culture.

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## Foreword from the Board Chair

**The Hon. Peter Collins AM KC,  
NBMLHD Board Chair**

## What another tremendous year full of activity and achievement for our Local Health District.

Across 2022 and 2023 our clinical services and facilities have continued to transform.

Earlier this year at Nepean Hospital we opened our brand-new emergency department. The complex move required enormous planning and was successfully executed by our talented teams at the hospital.

Work is well underway on Stage 2 of the Nepean Redevelopment. Demolition works have been occurring and we're really excited to see construction start on a new hospital building soon.

At Blue Mountains, I was delighted to see the NSW Government announce in their budget \$25 million towards interim upgrades of the existing hospital at Katoomba and planning of a new hospital in the Blue Mountains.

We have been busy working alongside our community to develop a Clinical Services Plan for the Blue Mountains region that looks at the future health care requirements for our community. It is the first step of many towards planning a new hospital for the Blue Mountains.

Elsewhere across the District we have seen a plethora of successful initiatives that have improved the health outcomes of our patients.

At Portland Tabulam Health Centre we received the highest possible rating for Residential Aged Care national quality measures, achieving a 5-star status.

We improved access to free mental health support with the establishment of Safe Haven in Penrith.

“There is so much happening across the District – now and well into the future. As we grow, we need appropriate services to grow with it to ensure the future health and wellbeing of our community.”

As well as making breakthroughs in prostate cancer treatment using robotic laser therapy.

There is so much happening across the District – now and well into the future. As we grow, we need appropriate services to grow with it to ensure the future health and wellbeing of our community.

Together we are so proud to serve our community. Thank you for your time and patience as our services and hospitals grow to meet our increasing population.

*Peter Collins*

**The Hon. Peter Collins AM KC,  
NBMLHD Board Chair**



## A Message from the Chief Executive

**Lee Gregory,  
NBMLHD Chief Executive**

## Our collaboration with patients, consumers, staff and stakeholders this year continues our tradition of working with communities to help shape and deliver services.

This year we actively engaged consumer and patient groups to collaboratively address challenges and gaps in delivering services for people living with a disability, and our Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities.

We embarked on an exciting new chapter of planning future clinical services in the Blue Mountains.

As a growing hub for innovation and research, we saw achievements in the use of artificial intelligence in patient care, robotic technology, laser therapy treatment, and gestational diabetes studies being trialled across Nepean Blue Mountains.

Sustainable health care remained a priority with support for staff-led initiatives as well as larger projects in carbon footprinting helping to ensure a healthier, greener future for our community, patients and staff.

We also continued the focus on developing and engaging our staff through a dedicated staff feedback group to understand their ideas and the establishment of NBMLHD Pride, a growing network to support our diverse workforce and community.

*Lee Gregory*

**Lee Gregory,  
NBMLHD Chief Executive**

*Thank You*

In August, after 12 years of dedicated service, NBMLHD Chief Executive Kay Hyman retired.

Kay's ability to foster collaboration, engage stakeholders, and advocate for patient-centric care has been remarkable, and her leadership through the incredible challenge of the COVID-19 pandemic, as well as the multiple natural disaster events the region has faced, has been exemplary.

Thank you to Kay on behalf of the District Executive, Board, NBMLHD staff and the community.



**Kay Hyman,  
Former NBMLHD  
Chief Executive**



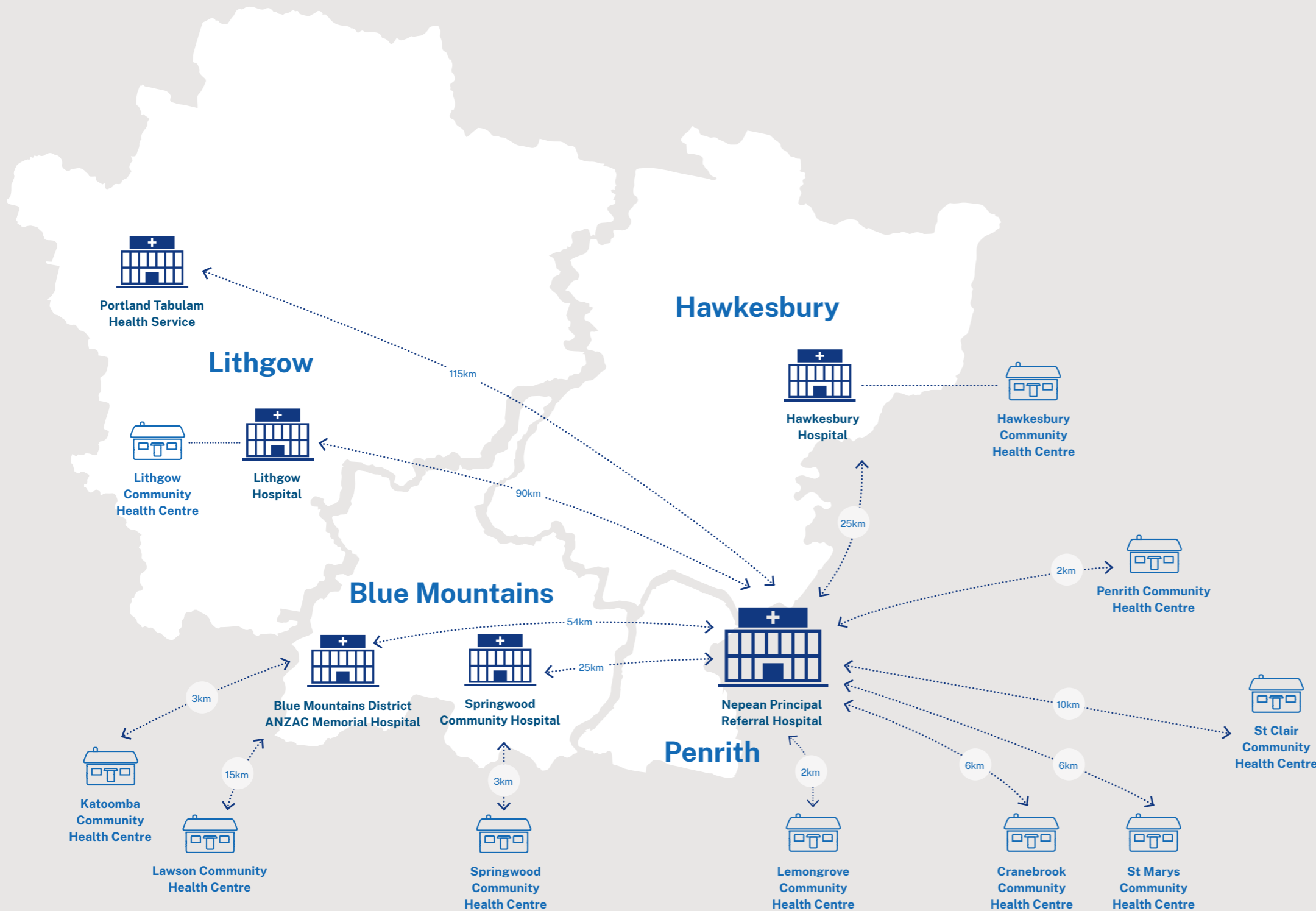
# District Highlights

Nepean Blue Mountains Local Health District has continued to improve health outcomes for our community with several achievements and successes.

## This year we:

- Achieved excellent outcomes in stroke rehabilitation at Blue Mountains District ANZAC Memorial Hospital.
- Involved consumers in a clinical redesign project to improve service engagement and health outcomes for Aboriginal clients following discharge from hospital.
- Opened the new Nepean Hospital Emergency Department.
- Established the first partnership with NSW Ambulance to deliver maternity care training to paramedics.
- Continued Clinical Services planning for the Blue Mountains community.
- Received the highest possible rating for national quality measures at Portland Tabulam Health Centre.
- Launched additional free, safe and welcoming mental health support with Safe Haven, Penrith for people experiencing acute psychological distress and suicidal crisis.
- Acknowledged staff achievements with Maddison Williams named Aboriginal Allied Health Professional of the year, and Julie Longson awarded NSW Credentialed Diabetes Educator of the year by Australian Diabetes Educators Association.
- Trialled breakthrough robotic laser therapy for prostate cancer treatment at Nepean Hospital.
- Were awarded Silver for Climate Leadership in 2022 Climate Challenge Awards as part of the Health Care Climate Challenge initiative.





**Over 387,000**  
residents across 9,179km<sup>2</sup>

**11%**  
of the population is over 70 years of age

**14%**  
speak a language other than English

**4.7%**  
of the Local Health District population identify as Aboriginal and Torres Strait Islander

**20%**  
were born overseas

**7.3%**  
the projected population growth in the District to 2033

Sources: ABS Census 2021 & Profile ID (<https://profile.id.com.au/nbmphn>); NSW Dept of Planning and Environment (NSW DPIE) 2022 Population Projections; <https://www.nbmlhd.health.nsw.gov.au/population-health/aboriginal-health-unit>; HealthStats: Deaths by Leading Cause. This data was chosen as it was the most holistic causal data that aligned with: Flow info v20.0 (top 5 disease groups), Top reasons for hospitalizations

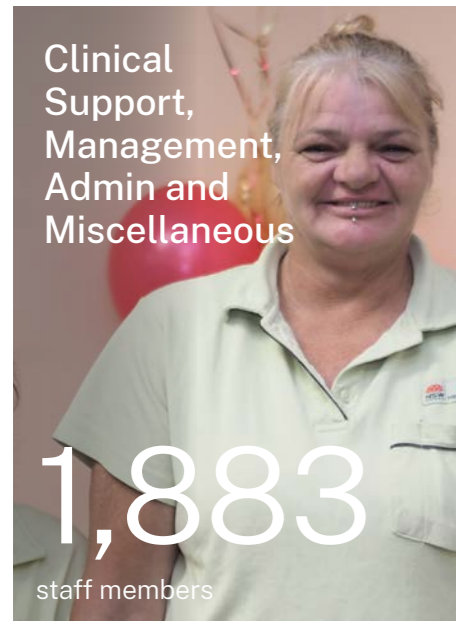
# About our community

We provide health services across the region through our hospitals and health facilities.

- Our hospitals are Nepean (Penrith – tertiary referral hospital and teaching hospital of The University of Sydney), Blue Mountains District ANZAC Memorial (Katoomba), Springwood and Lithgow. We also operate a public/private partnership with St John of God Health Care at Hawkesbury District Health Service in Windsor.
- We have Community Health Centres across the region that provide a range of vital services to people of all ages, those with chronic and complex health conditions, families, and older people.
- Oral Health and Mental Health services are provided at multiple locations across the District.
- Portland Tabulam Health Service includes a Residential Aged Care Facility.
- Several initiatives in our region will impact population growth and models of service delivery, now and into the future. This includes Western Sydney Aerotropolis, Sydney Science Park and The Quarter. The establishment of the Western Parkland City, part of the Western Sydney City Deal, will also improve infrastructure and liveability in the region.

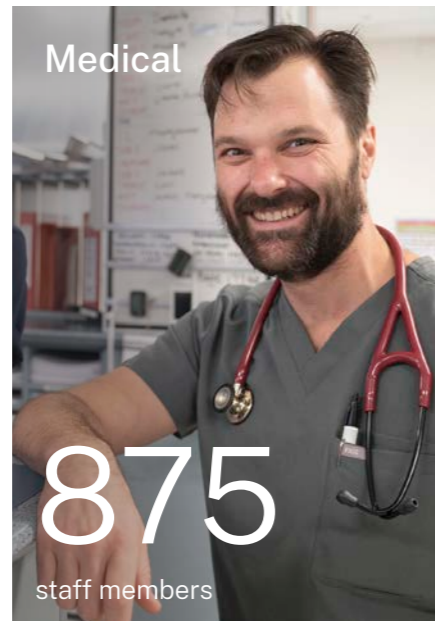
# Our Staff

Seventy per cent of our 7,087 dedicated staff reside locally, either within the Nepean Blue Mountains Local Health District or surrounding postcodes.



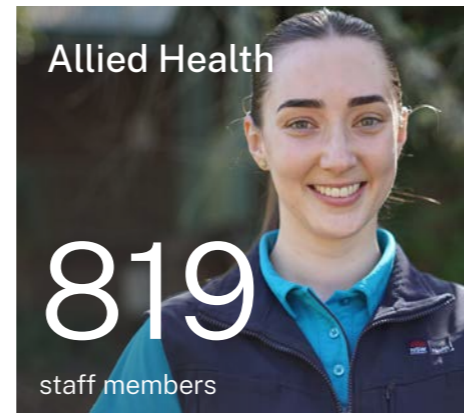
Clinical Support, Management, Admin and Miscellaneous

1,883  
staff members



Medical

875  
staff members



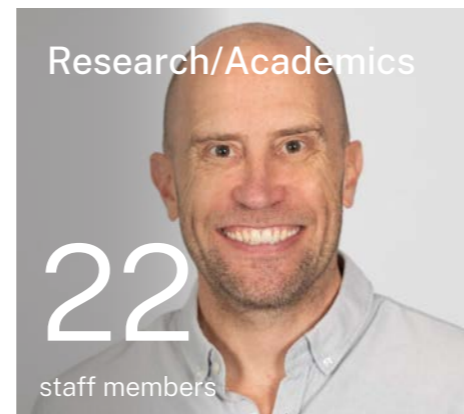
Allied Health

819  
staff members



Oral Health

126  
staff members



Research/Academics

22  
staff members



Nursing and Midwifery

3,362  
staff members

Source: Estimates downloaded from Stafflink for period 01/07/2022 – 30/06/2023. Data includes casual, and staff on extended or unpaid leave.

# Our Vision and Values

## Our Vision

### Together Achieving Better Health

We will drive innovation and excellence in health service delivery and provide safe, equitable, high quality, accessible, timely and efficient services that are responsive to the needs of patients and the community.

## Our Values

Our values support our vision, shape our culture and reflect our principles and beliefs.

### NSW Health CORE Values:

- Collaboration
- Openness
- Respect
- Empowerment

### NBMLHD SAFER Values:

- Safety
- Agility and responsiveness
- Fairness and equity
- Excellence
- Resource effectiveness

# Our Board Members

Our 9-member Board brings together a wealth of experience and local knowledge, to make sure our decisions meet the needs of our local communities.



Peter Collins (Chair)



Murray Austin



Stephen Fuller



Robert Lagaida



Nhi Nguyen



Tony Rombola



Pamela Rutledge



Ian Seppelt



Peta Seaton

# A Year of Activity

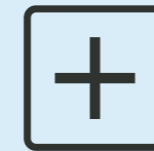
In 2022-2023 the Local Health District continued to deliver services to meet a growing population.



1,266,961

community and outpatient occasions of service

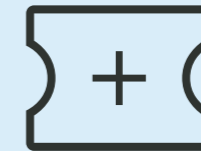
▼ DOWN 6.3%



139,924

presentations to the emergency department

▲ UP 6.6%



85,094

admissions to hospital

▼ DOWN 1.1%



4,434

babies born

▼ DOWN 10%



12,841

elective surgeries

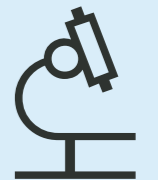
▲ UP 46%



8,569

emergency surgical procedures

▲ UP 2.5%



177

research proposals

# A health care revolution

Following the completion of Stage 1 of the \$1 billion Nepean Hospital Redevelopment, focus has turned to the delivery of Stage 2.

It is a busy time at the Nepean campus with demolition works well underway.

## Milestones:

- Relocation of the Emergency Department –February 2023
- Cardiology services open in Building A –February 2023
- Start of construction signalled for Stage 2 with ceremonial sod turn –February 2023
- Consumer update meetings -Monthly
- Demolition works start – June 2023

## Stage 2 includes a new building that seamlessly connects to the Stage 1 tower and includes:

- An Intensive Care Unit
- Medical imaging services and nuclear medicine
- Renal services
- Cardiology services
- More inpatient beds including paediatrics
- A new front of house and reception area

Stage 2 also includes upgrades and repurposing of some existing buildings on campus, a new larger Pathology laboratory and a new community health centre.

With changes to the way we move around the Nepean campus, we thank our patients, staff, carers, families, consumers and volunteers for their patience as this important work takes place.







# Future Health

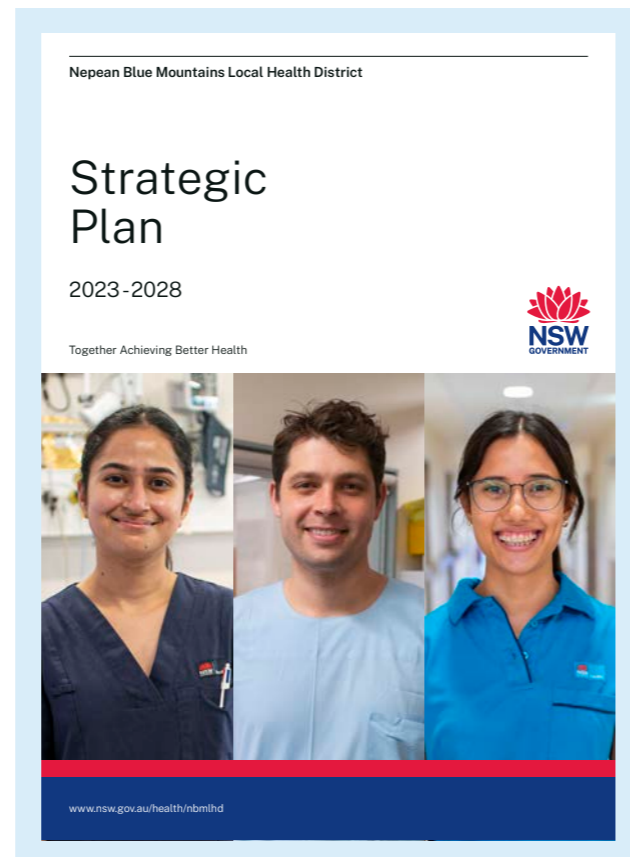
The strategic directions in this Year in review align to Future Health: Guiding the next decade of care in NSW 2022-2032.

Future Health is the roadmap to achieve NSW Health's vision. It will help guide the next decade of care in NSW while adapting to and addressing the demands and challenges facing our health system.







It is also a reflection of the aspirations of the NSW community, patients, workforce and partners in care for how they envisage our health system by 2032. Future Health was developed by the NSW Ministry of Health through extensive consultation.

**Download the NBMLHD Strategic Plan 2023-2028:**

<https://www.nsw.gov.au/health/nbmlhd/about-us>



## NSW Health Strategic Outcomes

	<p>01</p>	<p><b>Patients and carers have positive experiences and outcomes that matter</b> People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them.</p>
	<p>02</p>	<p><b>Safe care is delivered across all settings</b> Safe, high quality reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually.</p>
	<p>03</p>	<p><b>People are healthy and well</b> Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities.</p>
	<p>04</p>	<p><b>Our staff are engaged and well supported</b> Staff are supported to deliver safe, reliable person-centred care driving the best outcomes and experiences.</p>
	<p>05</p>	<p><b>Research and innovation, and digital advances inform service delivery</b> Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics.</p>
	<p>06</p>	<p><b>The health system is managed sustainably</b> The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.</p>

Patients and carers  
have positive  
experiences and  
outcomes that  
matter

1



People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them

**This year we:**

- Continued to deliver the Mootang Tarimi outreach service to facilitate communication, capacity building and health education for Aboriginal patients and families.
- Held Sharing and Learning Circles in four key Aboriginal communities (Penrith, Hawkesbury, Blue Mountains and Lithgow).
- Engaged consumers in projects across the Community & Integration Directorate such as the Menopause Project.
- Commenced implementation of Safewards within all inpatient units in Mental Health.
- Involved consumers in a clinical redesign project to improve health outcomes for Aboriginal clients following discharge from hospital.
- Launched a new NBMLHD website with input from consumers and staff to drive greater health literacy and access to information.
- Achieved high ratings of patient satisfaction with care in the BHI Outpatient Cancer Clinics Survey.
- Achieved excellent outcomes in stroke rehabilitation at Blue Mountains Hospital.
- Embedded Aboriginal Health Impact Statements into 80% of new or revised policies, procedures or models of care.
- Installed a Tovertafel interactive projector at Portland Tabulam Health Centre to provide evidence-based play therapy through technology to residents.



# Accolades for Blue Mountains stroke rehabilitation team

Blue Mountains residents can be assured that should they experience a stroke, their recovery is in the best of hands with high quality care provided by the rehabilitation team at Blue Mountains District ANZAC Memorial Hospital.

Stroke can leave a person with significantly impaired functional movement which greatly impacts health outcomes and quality of life, and the Blue Mountains Hospital team have been recognised for driving recovery after stroke for the benefit of their patients.

The hospital's rehabilitation team have been awarded by the Australasian Rehabilitation Outcomes Centre (AROC) for achieving excellent outcomes in stroke, in recognition of their exceptional care to help restore patients' functioning and wellbeing.

The team recorded outstanding results in data collected by AROC which compared patients' length of hospital stay and stroke rehabilitation outcomes, using a measure called Functional Independence Measure (FIM), across rehabilitation centres in Australia and New Zealand.

The results revealed that stroke patients at Blue Mountains Hospital are consistently recording improved FIMs from initial hospital admission to discharge and beyond.

Head of Rehabilitation at Blue Mountains Hospital, Dr Saba Asif says the accolades from AROC are well deserved by the whole team who have worked hard to deliver exceptional care for patients.

"We are an intensive rehabilitation unit. The team is very coordinated and we work closely together and respect each other," Dr Asif says.

"I am very proud of the whole team for this achievement. Everyone has put in a lot of work and this is well deserved recognition for the team effort."

Dr Asif says she is particularly proud that this is the second time the team has achieved this honour in recent years.

The Blue Mountains Hospital rehabilitation team employ a model of care that focuses on early intervention, family and carer involvement and personalised care, which Dr Asif says is contributing to the team's great work with patients.

"We know that to achieve a better prognosis, it is better for patients to come to us as soon as possible following their stroke and so we begin our work with them immediately."

"We know that the journey for patients does not end when they leave hospital and so we begin discharge planning in anticipation of their needs after hospital very early on. This means we involve family and carers early and we work closely with them throughout the patient's rehabilitation."

Dr Asif says the recent recognition of the Blue Mountains team's work by a peak body should assure community members that their journey with the rehabilitation team will give them the best possible experience of care.

# Safe care is delivered across all settings

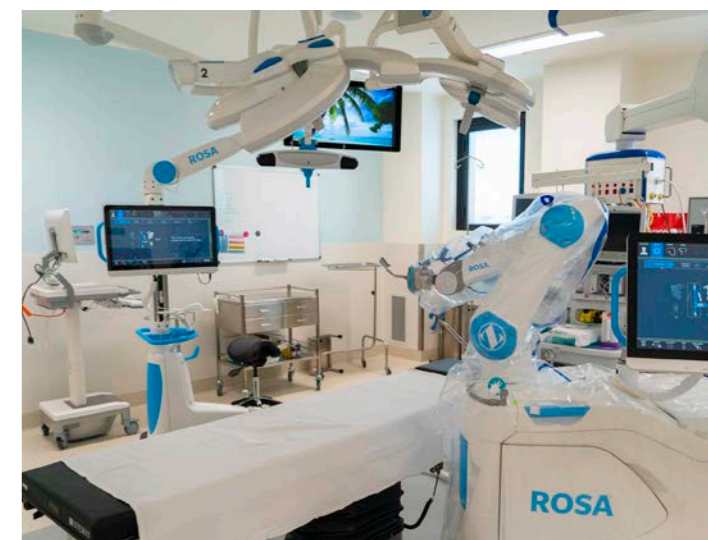


Safe, high quality reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually



## This year we:

- Opened the new Nepean Hospital Emergency Department.
- Continued Clinical Services planning for the Blue Mountains community.
- Received the highest possible rating for national quality measures at Portland Tabulam Health Centre.
- Identified priority and action areas for implementation of the Domestic and Family Violence Strategy.
- Established the first partnership with NSW Ambulance to deliver maternity care training to paramedics.
- Established working parties for the integration of services for clients experiencing abuse and neglect.
- Trialled a Saturday Social Work Service with particular focus in the Nepean Hospital Emergency Department.
- Added four haemodialysis chairs to increase capacity for Nepean Hospital patients.
- Expanded urogynaecology services to ensure pelvic floor services can cope with the increase in elderly population.
- Introduced new robotic technology at Nepean Hospital for knee replacements, providing millimetre accuracy and improved recovery outcomes for patients.
- Implemented the Maternity Antenatal and Postnatal Service (MAPS) to treat patients in the community rather than the outpatient environment.
- Enhanced ophthalmology services in the Neonatal Intensive Care Unit (NICU) with the appointment of a Visiting Medical Officer and laser therapy assets.
- Delivered the Supportive and Palliative Care Review and Service Statement.
- Commenced construction on Stage 2 of the Nepean Redevelopment.
- Coordinated the transition of surgery from Springwood to Blue Mountains and Nepean Hospitals.
- Launched additional free, safe and welcoming mental health support with Safe Haven, Penrith for people experiencing acute psychological distress and suicidal crisis.
- Expanded Renal Services to offer haemodialysis treatment overnight.





## Penrith Safe Haven opens for Nepean Blue Mountains

Residents across the Nepean Blue Mountains region can now access additional free, safe and welcoming mental health support with the launch of Safe Haven, co-located within the Head to Health centre in Penrith.

A Safe Haven is a place you can go with no bookings or referrals required as an alternative to emergency departments if you're experiencing suicidal thoughts or distress. Safe Havens have been co-designed by people with a lived experience of suicidal distress and provide quieter, calmer environments than emergency departments.

At the service launch, Nepean Blue Mountains Local Health District Chief Executive, Kay Hyman said the District had partnered with Wentworth Healthcare, the provider of the Nepean Blue Mountains Primary Health Network (NBMPHN), and Neami National to create a Safe Haven, within the current Head to Health centre, ensuring a coordinated and integrated approach to the delivery of mental health care for the region.

"The new service is staffed by peer-support workers who have lived experience with suicide and recovery. These workers are uniquely placed to offer emotional support and provide information on local services, ensuring

people have immediate support when they need it most – without fear or judgement," Mrs Hyman said.

Safe Haven, together with Head to Health, allows people seeking urgent mental health support to receive compassionate and responsive advice in a community driven space where people can sit down, talk, and reflect.

Wentworth Healthcare CEO, Lizz Reay, said the collaboration of the agencies involved is an important aspect in integrating and streamlining mental health care.

"The integration of Safe Haven within the already established Head to Health centre is unique and ensures that key services across the region know what support is available and who can access it. It means that when someone reaches out, they're linked with the most appropriate service for their needs, as soon as they need it, improving the overall experience of accessing mental health support," Ms Reay said.

People are healthy and well



Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities

**This year we:**

- Developed the First 2000 Days Implementation Plan to give children the best start to life from conception through to age five.
- Established a new model of service delivery for dietetic education to clients with gestational diabetes.
- Established an Ear, Nose & Throat Service with Greater Western Sydney Aboriginal Health Service to address surgical wait times.
- Commenced implementing an evidenced based Drug & Alcohol Closing the Gap Strategy.
- Contacted parents of Aboriginal children who had not received the Meningococcal vaccine and reminded the importance of timely vaccination.
- Developed a protocol to liaise with midwives and antenatal teams to identify women who are not engaging with maternal health services and are not undertaking antenatal screening for Syphilis, Hepatitis B & C.
- Developed an education package to support Residential Aged Care Facilities in the District complete their own risk assessments after influenza/ COVID exposures.
- Closed the Vaccination Hub after delivering more than 135,500 vaccinations since March 2021 as part of the COVID-19 vaccination program.
- Opened a new magnetic resonance imaging (MRI) facility at Lithgow Hospital to provide advanced diagnostic services close to home for Lithgow and Blue Mountains communities.
- Established a Collaborative Care model to support rural maternity services better manage high risk pregnancies.
- Empowered patients to prepare for surgery to improve recovery time through PrEPP – a pre-operative education and prehabilitation program.



# New MRI service opens at Lithgow Hospital

Advanced diagnostic services close to home is now a reality for Lithgow and Blue Mountains communities with a brand-new state-of-the-art magnetic resonance imaging (MRI) facility now open at Lithgow Hospital.

The \$4 million project provides an incredible boost to medical imaging services at the hospital, enhancing patient outcomes and improving access to high-quality care for many local residents.

It was a day of firsts as local Lithgow resident Elaine, who among being the first patient of the new service, was also undergoing her first MRI scan.

"I had such a hassle-free experience. It was very quick with no dramas. The staff were wonderful," says Elaine.

"It's great to have something local. I live in Lithgow and it really cuts down on the travel time otherwise I would have had to head down to Penrith to receive the same type of scan."

Chief Radiographer at Lithgow Hospital, Michelle Bostock says staff have been preparing for the opening the last 12 months and it was rewarding to start treating patients at the new facility.

"This is a fantastic day for the Lithgow and Blue Mountains communities. It is hoped the new service will reduce travel and wait times for our patients," says Michelle.

"The MRI technology enables us to support timely diagnosis of patients by taking highly detailed images of organs and tissues in the human body to identify any issues of concern."

The new MRI service is located on the southern side of the hospital, conveniently near the Medical Imaging Unit and other clinical services at Lithgow Hospital.

Our staff are engaged and well supported



Staff are supported to deliver safe, reliable person-centred care driving the best outcomes and experiences

**This year we:**

- Implemented a digitally-enabled strategy for shared professional education across the District within Allied Health.
- Welcomed 74 new medical interns beginning their medical careers in the District.
- Developed a new operating model for the Service Improvement Team to best support the needs of the District.
- Launched the Mentoring in Midwifery program, to give student midwives support, confidence and education in the midwifery field by pairing them with a dedicated mentor.
- Recruited 8 oral health graduates to Nepean Centre for Oral Health as part of a unique program to mentor graduates straight out of University.
- Implemented education strategies for staff transitioning to the new Clinical Tower at Nepean Hospital.
- Welcomed 22 student midwives, 10 new graduate registered midwives and 130 new graduate registered nurses.
- Celebrated Social Worker, Maddison Williams being named Aboriginal Allied Health Professional of the year, Julie Longson awarded NSW Credentialed Diabetes Educator of the year by the Australian Diabetes Educators Association.
- Introduced a dedicated clinical education training space at Blue Mountains Hospital.
- Celebrated our staff who received recognition in State awards:
  - NSW Health Excellence in Nursing and Midwifery Awards finalists, Tracey Bryan, Aboriginal Caseload Midwife, and Madeleine Simpson, Blue Mountains Hospital Midwife.
  - NSW Health Excellence in Allied Health Awards finalists, Ryan Fitz-Henry, Senior aquatic physiotherapist and outpatient clinical educator, and Dr Mani Viswasam, Nepean Hospital psychologist.
- Held an art-based storytelling and educational workshop with Allied Health staff to create a culturally safe environment for both patients and staff.



# PrEPPing for better health in recovery



Recovery from major surgery can be long and difficult, but a program at Nepean Hospital is empowering patients to get in the best possible shape before and after their procedure, to reduce the risks of complication, spend less time in hospital and improve the patient experience.

When Les needed complex abdominal surgery to remove a rare form of cancer, he knew the stakes were high.

“I was told that my life would change a lot,” says Les, who underwent what’s known as a Whipple procedure to remove parts of his pancreas, small intestine, gall bladder and reconstruct his bile duct.

“I knew the surgery would be long and high risk, which made me anxious—I didn’t know for sure that I would even wake up.”

After celebrating his 70th birthday, Les is feeling fit and healthy again, in part thanks to his participation with the PrEPP clinic at Nepean Hospital.

PrEPP stands for Pre-operative Education and Prehabilitation Program and is available to select abdominal and thoracic surgical patients in the Nepean Blue Mountains Local Health District, and in some cases beyond.

By attending the clinic, Les was able to prepare for his procedure with personalised care from a dedicated multidisciplinary team.

Depending on the patient’s needs, this team can include a geriatrician, dietician, pain specialist, pharmacist, physiotherapist and social worker.

“Because of the length of the operation I essentially needed to learn how to breathe again, so a lot of the exercises were to do with training my lungs to recover,” says Les.

“I also needed to do weights, squats and chair exercises to strengthen my legs.”

William Lai, resident physiotherapist with the PrEPP program at Nepean Hospital, explains how “prehabilitation” aims to enhance patients’ physical and psychological functionality in the period before surgery to support them to deal with surgical intervention.

“We provide a comprehensive initial assessment which is typically face-to-face but also offered via telehealth, as some patients come to Nepean Hospital from as far West as Orange,” says William.

“We then provide education about how to prepare for surgery and offer appropriate multidisciplinary support. For my part this includes exercise classes, here in our hospital-based gym but also through a home-based, personalised exercise program.”

Research published recently by the PrEPP team at Nepean Hospital demonstrates some of the benefits of the program, including significant reductions in the need for prolonged ventilation of patients and a reduction in their average length of their stay in hospital.

Patient feedback about the program also emphasises the social aspect of the clinic as beneficial to their overall experience.

“Being here at the gym helped me to feel more confident,” says Les.

“William introduced me to other guys who’d had the operation, helping me to understand what life would be like on the other end.”

“Patients attend across the surgical continuum and there is freedom to talk amongst themselves and share their experiences and thoughts,” says William Lai.

Following prehabilitation and surgery, patients like Leslie continue to participate in home and hospital-based rehabilitation services.

Without the gym I wouldn’t have recovered so well, and I think that with all these people looking after you, it gives you confidence,” says Les.

“I’m feeling good now, and I always try to I make the most of things”.

# Research and innovation, and digital advances inform service delivery



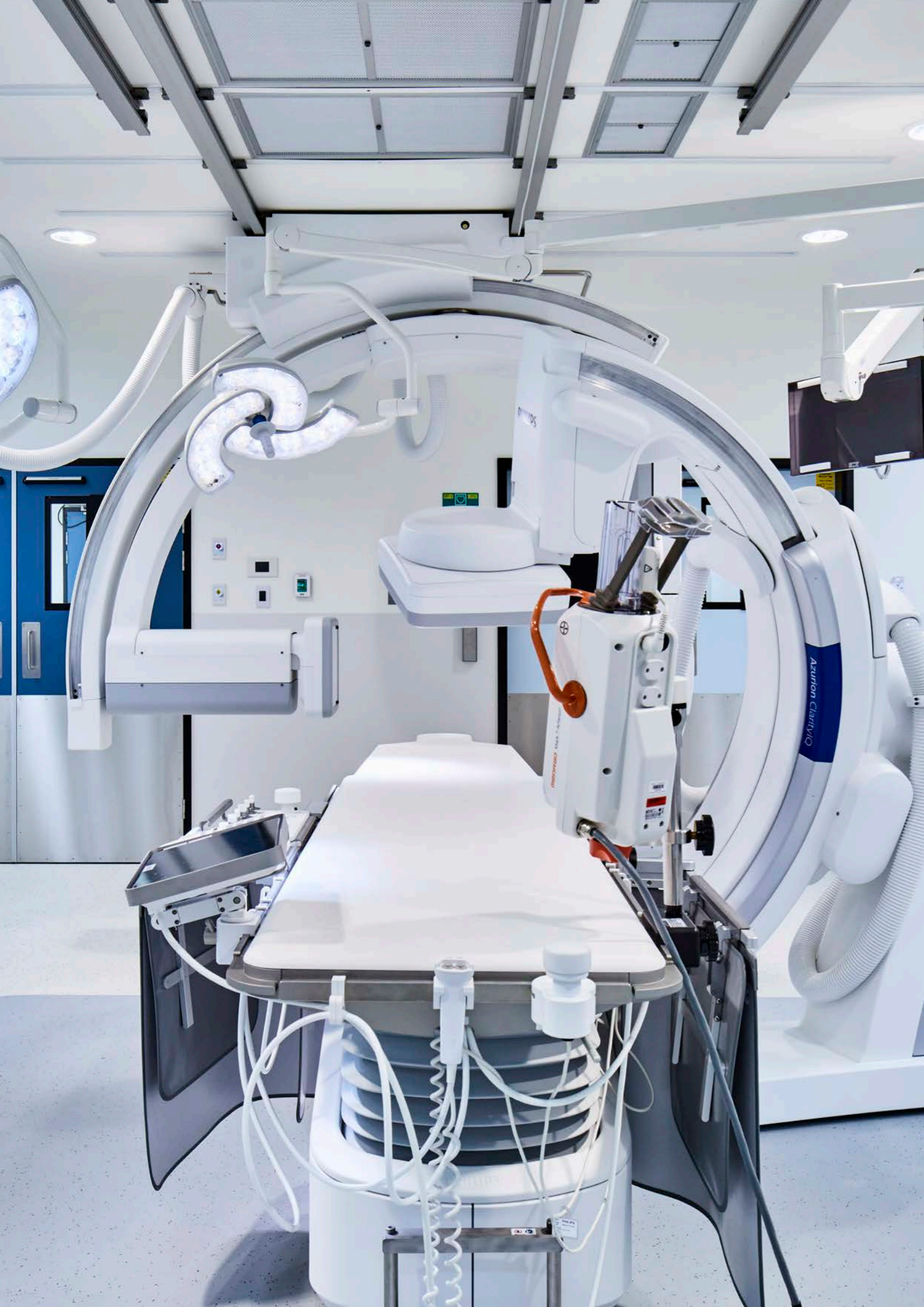
# 5

## Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics

### This year we:

- Released the inaugural Research Strategy and Implementation Plan 2022-2025 to support existing research and further develop the District as a research-focused organisation.
- Joined the Franklin Women Inclusive Leadership & Mentoring Program, supporting two early-mid career women researchers and further developing the mentoring capacity of two Executive leaders.
- Confirmed earlier intervention for mothers with gestational diabetes improves outcomes for mum and bub when Associate Professor Emily Hibbert, Endocrinologist at Nepean Hospital partnered with researchers at Western Sydney University in research.
- Promoted the introduction of a paid exercise break for health care workers when Dr Faraz Pathan presented at the inaugural TEDx Katoomba event. The talk has received over 1.2 million views.
- Joined Sydney Health Partners to advance and strengthen translational research, embed consumer and community involvement and provide professional development opportunities for clinical trials staff.
- Became certified Good Clinical Practice training providers, facilitating inhouse delivery of mandatory research training for all NBMLHD research staff.
- Became a partner in the Rural, Regional and Remote Clinical Trials enabling program, a \$34 million Medical Research Future Fund which aims to bring clinical trials to patients living in the bush.
- Appointed Professor of Medical Oncology, Paul De Souza, to strengthen research capacity at the Nepean Cancer and Wellness Centre.
- Launched the Research Electronic Data Capture system (REDCap) technology to support inhouse data collection for local research projects.
- Secured \$498,000 in funding through the NSW Health Translational Research Grant Scheme to conduct novel research to improve outcomes for heart attack patients by Professor Kazuaki Negishi.
- Collaborated with South West Sydney Local Health District to develop and deliver a Clinical Trials Coordinator Training Program through the Greater Western Sydney Health Partnership, the first training program of its kind in NSW.
- Expanded the use of digital dentistry including scanning, CAD/CAM and 3D printing.
- Celebrated Dr Kevin Jang from the Nepean Cancer and Wellness Centre on receiving the prestigious Avant Early Career Research Program scholarship, commencing new research to improve outcomes and quality of life for people living with brain cancer.
- Implemented the Clinical Trials Management System across NBMLHD, including the appointment of a dedicated Clinical Trials Unit Manager and a Research Business Unit Manager.





# Surgeons assemble for global success

A new academic forum is assembling the ultimate team of surgical minds to enhance research and practices across the Nepean Blue Mountains Local Health District (NBMLHD) and abroad.

Clinical Director of Surgery at Nepean Hospital and Head of the Nepean Institute of Academic Surgery, Professor Mohamed Khadra AO says the formation of the Institute will see our doctors and students deliver on the world stage and continue to make NBMLHD a household name in health care.

“The Institute brings together new and exciting ideas to help create ground-breaking research. Whether you are a doctor on the floor or a student learning their craft, there is a pathway for everybody to explore and succeed,” says Mohamed who is also the District’s Director of Innovation and Strategy.

The Institute is already making waves internationally with game changing research, having had several publications presented at conferences.

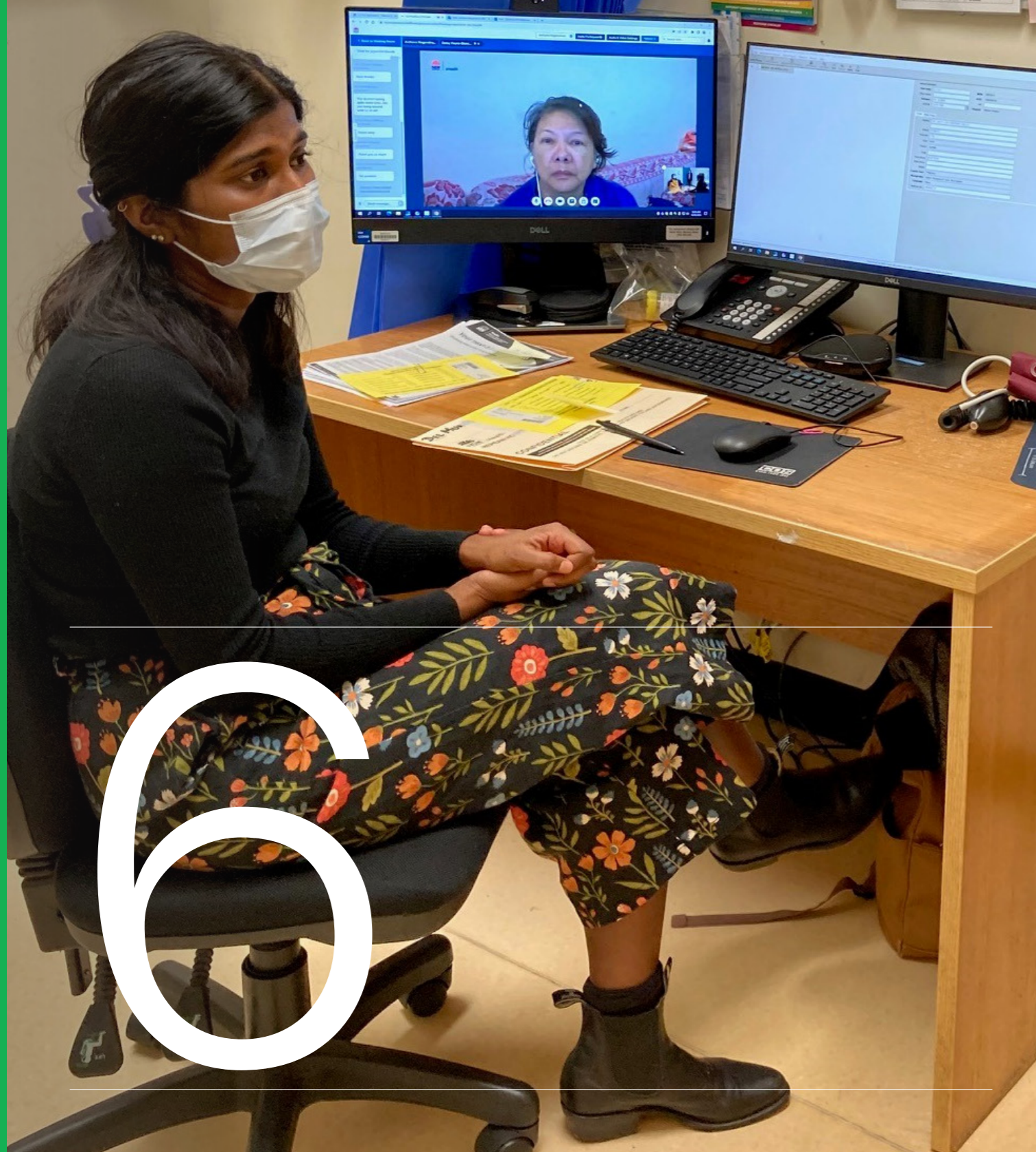
Brooke Mao, a third-year medical student supervised by academics from the Institute, has conducted research into the risk factors for developing complications following appendectomy for acute appendicitis.

Her research has already created discussion around altering guidelines for post-operative care and changed the way doctors manage something as common as appendicitis.

Brooke made headlines as one of the youngest researchers to talk at the prestigious World Congress of Surgery Conference in Vienna.

“This is just one example of the many opportunities the Institute can provide to budding researchers and doctors. We pride ourselves on innovation and education and we want to ensure that the delivery of the next generation of health care has Nepean’s name written all over it,” says Professor Khadra.

The health system is managed sustainably



The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future

**This year we:**

- Implemented the NSW Medicines Formulary to ensure safe and cost-effective medicines use.
- Implemented a new project governance structure across the Community and Integration Directorate.
- Established the Direct Access Colonoscopy service to fast-track people with positive results to colonoscopy.
- Were awarded Silver for Climate Leadership in 2022 Climate Challenge Awards as part of the Health Care Climate Challenge initiative.
- Reviewed Health Care Quality Committee (HCQC) format, function and purpose and implemented changes.
- Developed and implemented a District-wide project management and prioritisation process with the establishment of the Strategic Office.
- Received NSW Health Sustainable Futures Innovation funding to expand our Virtual interpreting service.



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