



# 2018/19 ANNUAL REPORT

**phn**  
NORTHERN SYDNEY  
An Australian Government Initiative



**SYDNEY NORTH**  
Health Network



HORNSBY

TOTAL  
POPULATION:  
**926,912**

Between  
2016-2036, the  
total population  
will increase by  
23.5% to  
**1,122,930**

NORTHERN  
BEACHES

KU-RING-GAI

RYDE

WILLOUGHBY

HUNTERS HILL

MOSMAN

LANE COVE

NORTH SYDNEY

# LOCATION

The SNHN region spans **899.9 square kilometres**, aligns with the Northern Sydney Local Health District and encompasses **9 Local Government Areas** (LGAs).

**0.4% (4,080)**  
of the SNHN  
population identify  
as Aboriginal &  
Torres Strait Islander  
compared to  
**NSW: 3.4%**

SNHN has a higher  
proportion of  
people who are  
culturally and  
linguistically diverse

**(25.7%)**  
compared to  
**NSW (21%).**  
Chinese and Indian  
are the largest  
CALD groups.

# ACKNOWLEDGEMENT OF COUNTRY

The Sydney North Health Network wishes to acknowledge the traditional custodians of the land on which we meet and work, the Gamaraigal peoples. We pay our respect and recognise their connection to land water and community and honour their Ancestors, Elders past, present and emerging.

*Artist Acknowledgement: Jessica Birk*





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# ABOUT US

The Sydney North Health Network (SNHN) operates the Northern Sydney PHN (NSPHN), one of 31 Commonwealth funded Primary Health Networks (PHNs) across Australia. The SNHN remains firmly focussed on supporting the community who are at greatest risk of poor health outcomes.

The SNHN region is experiencing a changing demographic which continues to face several challenges across various age groups, including pockets of socio-economic disadvantage scattered across the region. Geographic hot spots and specific health issues exist within certain populations, despite

the public health profile of the region being one of the nation's best. In spite of this relative advantage the impact of the social determinants of health remain - such as:

- > Access to and awareness of primary care and other services;
- > Anxiety and stress;
- > Addiction;
- > A growing culturally and linguistically population with complex health issues; and
- > An ageing demographic.

## THE TOP FOUR MAJOR HEALTH PRIORITY AREAS IDENTIFIED ARE:



The **SNHN Strategic Plan 2018 – 2023**, has been developed through Board and stakeholder discussions. The key focus of the PHN is to enable the **926,912** people in our region to care for their own health effectively and, when necessary, navigate a complex healthcare and support system resourced appropriately. This is achieved by working together with a network of health professionals including General Practitioners, Practice Nurses, Allied Health Providers, the Northern Sydney Local Health District and other health and community services.

Our strategic focus is to ensure that:

1. Services are delivered where and how people want them.
2. People can find and access what they need.
3. People understand and practice the fundamental principles of healthy living to achieve best health and wellbeing.
4. Communities are linked and supported to contribute to overall health and wellbeing.

The Sydney North Health Network is governed by a **Board comprising of 8 Directors**. The Board is supported by two councils playing a consultation role - a **14 member Clinical Council** and a **12 member Community Council**.







# CEO & CHAIR'S REPORT

## WELCOME

As the Chair and CEO of Sydney North Health Network, it is our great pleasure to welcome you to our 2018 - 2019 Annual Report and to thank our teams and community who have helped us deliver our vision **“Achieving together – better health, better care”**. The focus of our work this year has been to drive forward with the key activities aligned to our five strategic priorities:

**COMMUNITY ACTIVATION:** Help our community to self-determine and help itself.

**SYSTEM TRANSFORMATION:** Catalyse change by enabling new approaches to health and healthcare.

**COMMISSIONING:** Attract and distribute resources to provide services that people need most.

**PROVIDER SUPPORT:** Build capacity for all providers of primary healthcare to adopt new tools, deal with disruption and improve outcomes.

**ORGANISATIONAL EXCELLENCE:** Develop excellence in our operations, our people and our visibility.

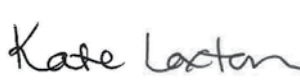
We have worked collaboratively with our network of local health providers including General Practice, Allied Health, the Northern Sydney Local Health District (NSLHD) and other public and private health and social care services. Through these partnerships we have delivered mental health services, alcohol and other drug services, hospital avoidance services, chronic disease management services, and care navigation and management support through education, clinical health pathways, and community health literacy programs, **reaching over 20,000 people in our community**. We continue to work with the **1,494 General Practitioners (GPs) and over 2,000 allied health providers** in our community to improve health services for our community as well as improving the provider experience through education, quality improvement activities and better connectivity between services.

SNHN has set goals to achieve better health outcomes for our community beyond that possible if only reliant on the public purse. This year we have successfully sought non-government grants to extend our services. We have undertaken a full Board evaluation, leading to the appointment of a new Director, to better enable us to partner with non-government organisations who share our values, to further achieve better health and better care for our community.

SNHN is becoming known as an organisation of excellence. Our team and program partners have presented at over **30 conferences** across Australia, New Zealand and the United Kingdom, sharing our knowledge and learnings with other health and social care providers. We aim to continue to be at the forefront of primary care excellence and have plans for further knowledge sharing in 2020 including hosting an International Clinical Governance Forum.

This year's annual report truly reflects the ongoing incredible work undertaken by staff across our footprint working in line with our strategic direction, values and vision. Big thanks to significant involvement and encouragement of our Board, Members, and Community and Clinical Councils.

We look forwards to another exciting and successful year. We hope you enjoy our Annual Report.



**KATE LOXTON**  
Chair



**LYNELLE HALES**  
Chief Executive Officer



# BOARD

**KATE LOXTON**  
Chair



**PROF. SIMON WILLCOCK**  
Deputy Chair



**DR MAGDALEN CAMPBELL**



**SAMANTHA CHALLINOR**



**CAROLYNN HODGES**



**DR STEPHEN GINSBORG**



**BRYNNIE GOODWILL**



**DR CONNY HARRIS**



**DR HARRY NESPOLON**  
Outgoing Chair



# EXECUTIVES

**LYNELLE HALES**  
Chief Executive Officer

**CYNTHIA STANTON**  
General Manager – Primary  
Care Advancement &  
Integration

**JIM KEECH**  
General Manager –  
Commissioning &  
Partnerships

**RAMON DEL CARMEN**  
Chief Financial Officer



L to R – Cynthia Stanton, Ramon del Carmen, Lynelle Hales, Jim Keech



# TRIBUTE TO *Carolynn Hodges*

**Professor Simon Willcock - GP and SNHN Board Director**





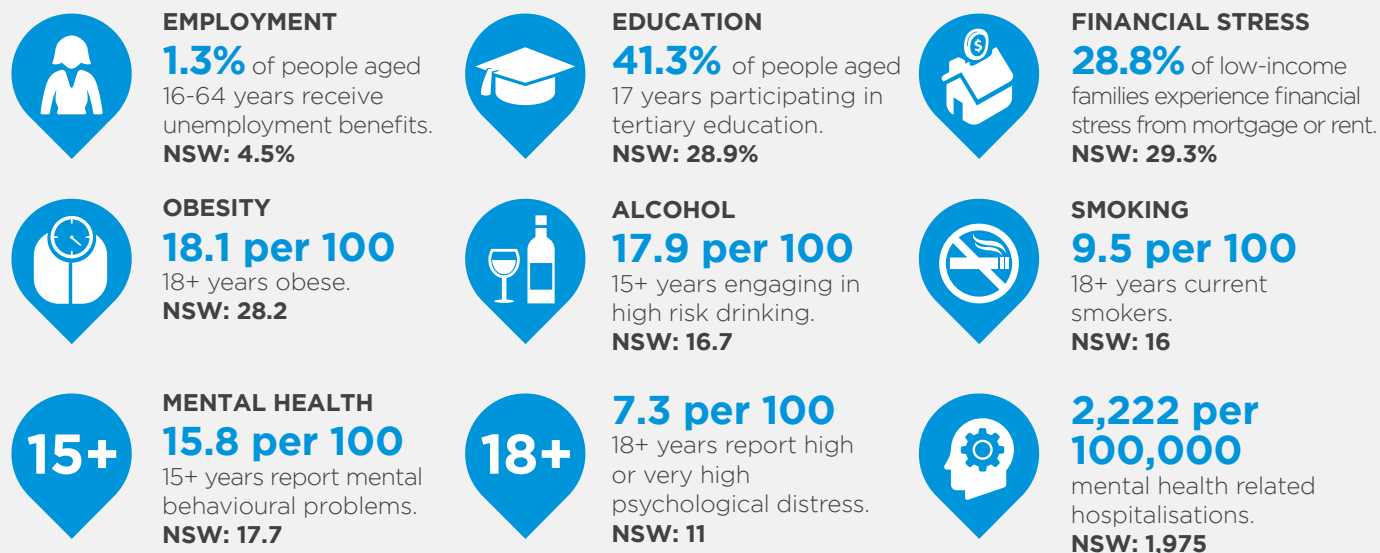
# HEALTH PROFILE

## TOP 4 HEALTH ISSUES



## SOCIAL DETERMINANTS

The factors below have an important impact on a person's health and wellbeing; these include social isolation, access to affordable services, employment, income, education and housing.



## VULNERABLE GROUPS

### CHILDREN

**5.3% (9,724)**

of children in low-income, welfare recipient families.

**NSW: 20.6%**



### OLDER PEOPLE

**15.7% (145,154)**

of the total population aged 65+ years.

**NSW: 15.9%**

Between 2016-2036, there will be an increase of **55.1%** in the 65+ years population.

**NSW: 67.1%**



### DISABILITY

**3.7%**

of the population have severe or profound disability.

**NSW: 5.4%**



## PREVENTABLE HOSPITALISATIONS

**1,711 per 100,000**

**NSW: 2,192 per 100,000**

Cellulitis, kidney and urinary tract infections, and dental conditions accounted for **36%** of potentially preventable hospitalisations.









# MAKING AN IMPACT



Sydney North Health Network has  
**1,628 MEMBERS**

**\$14M**

allocated to services that meet  
the needs of local communities.



## MENTAL HEALTH SERVICES

**42.6%**

Increase in  
client uptake with  
**3,635**  
clients serviced.

**46.2%**

Increase in  
the number of  
sessions delivered.

**23.7%**

Increase in  
the number of  
new referrals received  
between 2017/18 to  
2018/19.

## ALCOHOL & OTHER DRUG SERVICES

**595**  
clients  
serviced in  
2018/19.

Over  
**3,000**  
Alcohol &  
Other Drug  
sessions  
delivered.

**1000+ PEOPLE**

ATTENDED COMMUNITY ACTIVATION WORKSHOPS,  
CONNECTEDNESS GROUPS AND HEALTH EXPOS AT 45  
COMMUNITY EVENTS HELD IN 6 LANGUAGES.



facilitators delivered  
sessions to

**over 4,300**

to year 11 students across

**30 schools** in Northern Sydney -

**an increase of 84%!**

**3155**

GPs, Primary Care Nurses, Pharmacists, Allied  
Health professionals and Practice Staff attended  
the **111** SNHN provided education events.





OF ALL  
PARTICIPATING  
NURSES IN THE  
**SYDNEY NORTH  
PRIMARY  
CARE NURSE  
TRANSITION  
PROGRAM.**



## DIGITAL HEALTH

Medication records uploaded to My Health Record by Pharmacies.



GP health summaries uploaded to My Health Record to share with their patient.



The **GP-led WellNet chronic disease management program** evaluation shows improved clinical outcomes:



reduction in  
hospitalisation  
due to this  
program.



# COMMUNITY ACTIVATION



## GPS IN SCHOOLS PROGRAM

The GPs in Schools Program aims to increase the health literacy of young people aged 15-17 years in the Northern Sydney Region.

A program unique to the Northern Sydney region, GPs in Schools connects students with local GPs and nurses to demystify health issues in a safe environment. Utilising a peer-centred health promotion approach, the program supports students to take an active and informed role in their healthcare as they make the transition to adulthood.

Demand for the GPs in Schools program continues to build across the region amongst schools and clinicians seeking to be involved. In 2018-19:

- > GPs in Schools facilitators delivered sessions to over **4,300** year 11 students - an increase of **84%**.
- > GPs in Schools was delivered to **30 SCHOOLS** across Northern Sydney.
- > **313** small group sessions were facilitated.

## HEALTHY LIVING WORKSHOPS

The Smoking, Nutrition, Alcohol, Physical Activity and Obesity (SNAPO+) Program expanded this year to include 5 new Healthy Living Workshops - Exercise is Medicine, Food and Your Mood, QUIT Smoking for people of Chinese background, Cancer Screening and Mindfulness. Each workshop has been tailored to respond to the demographics of the individual target groups.

The program continues to target the most vulnerable groups in the region, including older people, young people, Aboriginal and Torres Strait Islander adults and children, Culturally and Linguistically Diverse populations and new migrants.

SNHN supports the delivery of SNAPO+ programs that address identified needs and develop regional partnerships with key stakeholders to add value and sustainability to the program. 2018-19 SNAPO+ programs were facilitated through partnerships with a

range of stakeholders including:

- > **OVER 45** Health Living Workshops delivered in **6 COMMUNITY LANGUAGES**

- Mandarin, Cantonese, Japanese, Korean, Tibetan and English.

- > Locations included - Mona Vale, Ryde, West Ryde, Artarmon, Chatswood, Gordon, Hornsby, Eastwood, Narrabeen, Mosman, St Leonards and Avalon.





The health and social and emotional wellbeing of Aboriginal and Torres Strait Islander community members continues to be a key priority for the Sydney North Health Network. SNHN continues to work with the local community and commissioned providers to ensure access to culturally appropriate mental health, drug and alcohol and care coordination services.



Young Aboriginal people aged 11-18 years old participating in a range of activities and exploring Aboriginal culture.

- > **60** Indigenous Students.
- > Community Partnerships with Police & Community Youth Club (PCYC) and Aboriginal Education Consultative Group (AECG).
- > **5** Independent Schools.



Aboriginal women gathering for a yarn to improve social wellbeing.

- > **23** group sessions for up to **12** Aboriginal women, reducing isolation and improving socio-emotional well-being.
- > Women's Health Check Days providing a culturally safe space for bi-annual health checks and social interaction for approximately **40** women.
- > Community Partnerships developed with Northern Sydney Local Health District Indigenous Integrated Team Care and Ryde Council.





## ABORIGINAL CULTURAL EDUCATION PROGRAM

A program for health professionals to develop and apply understanding of Aboriginal cultures to improve service and health outcomes.

- > TAFE NSW partnership.
- > **3** workshops in St Leonards, Brookvale and Hornsby.
- > GP visits.



## CABER-RA NANGA WELLBEING DAY

A cultural wellness and healing day that provides an opportunity to walk and talk with Elders and a connection to Gaimaragal Country.

- > Providing cultural support to the Narrabeen community with this event in its second year.
- > Community Partnerships with Relationships Australia, Northern Sydney Local Health District Indigenous Integrated Team Care, Northern Beaches Council and the Department of Sport and Recreation.
- > Approximately **120** people in attendance.



## CONNECTED MOBS

Where the Aboriginal and Torres Strait Islander community (Elders, men, women and children) are invited to come together in a culturally safe place to meet other community members, share culture and build connections.

- > Bringing Aboriginal families together in the region for cultural connection and improved social and emotional wellbeing.
- > Highlighting the importance of a holistic approach within healthcare for Aboriginal and Torres Strait Islander people.
- > **5** Connected Mobs gatherings in the last year with **20-30** people in attendance per gathering.



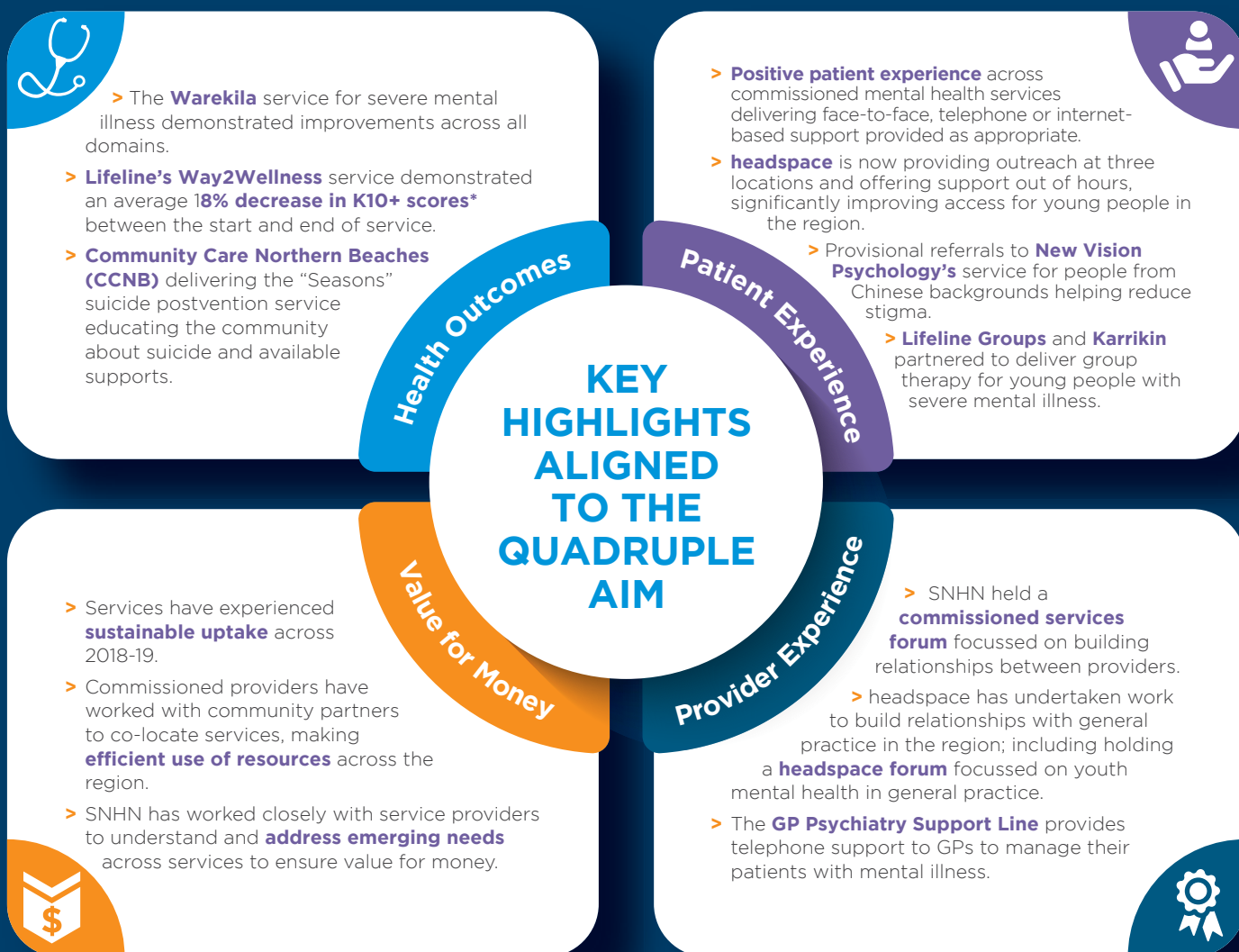


# SYSTEM TRANSFORMATION

## POPULATION HEALTH

Population health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. When evaluating the effectiveness of commissioned health services, SNHN looks into patterns of changes in health outcomes of service users such as impact on mental health and wellbeing, substance use, overall quality of life, hospital usage, and accessibility/availability of appropriate health services.

Sydney North Health Network and service providers work closely to support continuous improvement through the quadruple aim as detailed below.



\***K10+** is a patient reported outcome measure of psychological distress. A decrease in K10+ scores indicates lower level of psychological distress post treatment, highlighting an improvement in mental health outcomes for individuals.





## DIGITAL HEALTH

Secure and timely exchange of health information is a core foundation of Australia's expanding digital health program. Sydney North Health Network is committed to leading the way to a digitally connected health system.

**Over 300 unique Clevertar Registrations.** Clevertar is an App that provides Low Intensity Cognitive Behavioural Therapy via an animated counsellor. This type of therapy is recommended for people that may have mild to moderate anxiety or depression.



- > **90.1% of Australian's** now have a My Health Record.
- > **36** Digital Health Events were held across the Sydney North region in 2018/19.
- > **235** New Health Organisations registered to use My Health Record across the Sydney North Region in 2018/19.
- > **390,000** Dispense Records & **30,000** Shared Health Summaries were uploaded to the My Health Record throughout 2018/19 in the Northern Sydney region.
- > **9 Specialists** and **4 Residential Aged Care Facilities** are involved in **SNHN's Test Bed Projects\***.
- > **Launch of Digital Health Guide.** Rollout commenced with GP Technology Champions.

\* In collaboration with the Australian Digital Health Agency (ADHA), the Sydney North Health Network is pleased to be leading two digital health **Test Bed Projects**. Over three-years SNHN will work with 9 Residential Aged Care Facilities (RACFs) and 32 private specialists, and their clinical networks, to test and measure the benefits of embedding My Health Record (MHR) and Secure Message Delivery (SMD) into daily working practice.





HealthPathways is an online local health information portal. It is a resource for general practice, but can also be used by hospital and primary care clinicians in the community. Information in the portal is peer reviewed and region specific.

- Service navigation
- Condition management
- Appropriate referral to specialist services
- Access to reference materials
- Access to patient educational resources

HealthPathways is dynamic, with new pathways constantly under development and existing pathways reviewed in light of changing evidence, technology, and local circumstances.

Education and awareness events for local health professionals began this year, focussing on the concept of Frailty, how to screen using the **FRAIL scale** and corresponding management options. A screening trial commenced at Hornsby and Royal North Shore Hospitals and in selected general practices. This was supported by the development of a **Clinical Frailty Toolkit**.

The **Advance Project™** is a practical, evidence-based toolkit and a training package, specifically designed to support Australian general practices to implement a team-based approach to initiating advance care planning (ACP) and palliative care into everyday clinical practice. Sydney North Health Network was one of 4 PHN's nationally selected to be a champion site to implement the program.

**Dementia Quality Improvement Program** - 5 general practices completing the first ever 12-month program in Australia.

**Detecting Deterioration, Evaluation, Treatment, Escalation (DETECT) Flip Chart Training** - 151 RACF staff attended face-to-face training, to support management of care and reduction in unnecessary transfers to hospital.

**Continuation of iSolve in general practice** – with the success of the iSolve research project over recent years this important research on falls prevention and intervention is now complete and being rolled out nationally.

**Aged Care Networks** – supporting collaboration across care providers in Hornsby, Lower North Shore and the newly developed Northern Beaches network.

**11 Workgroups completed**



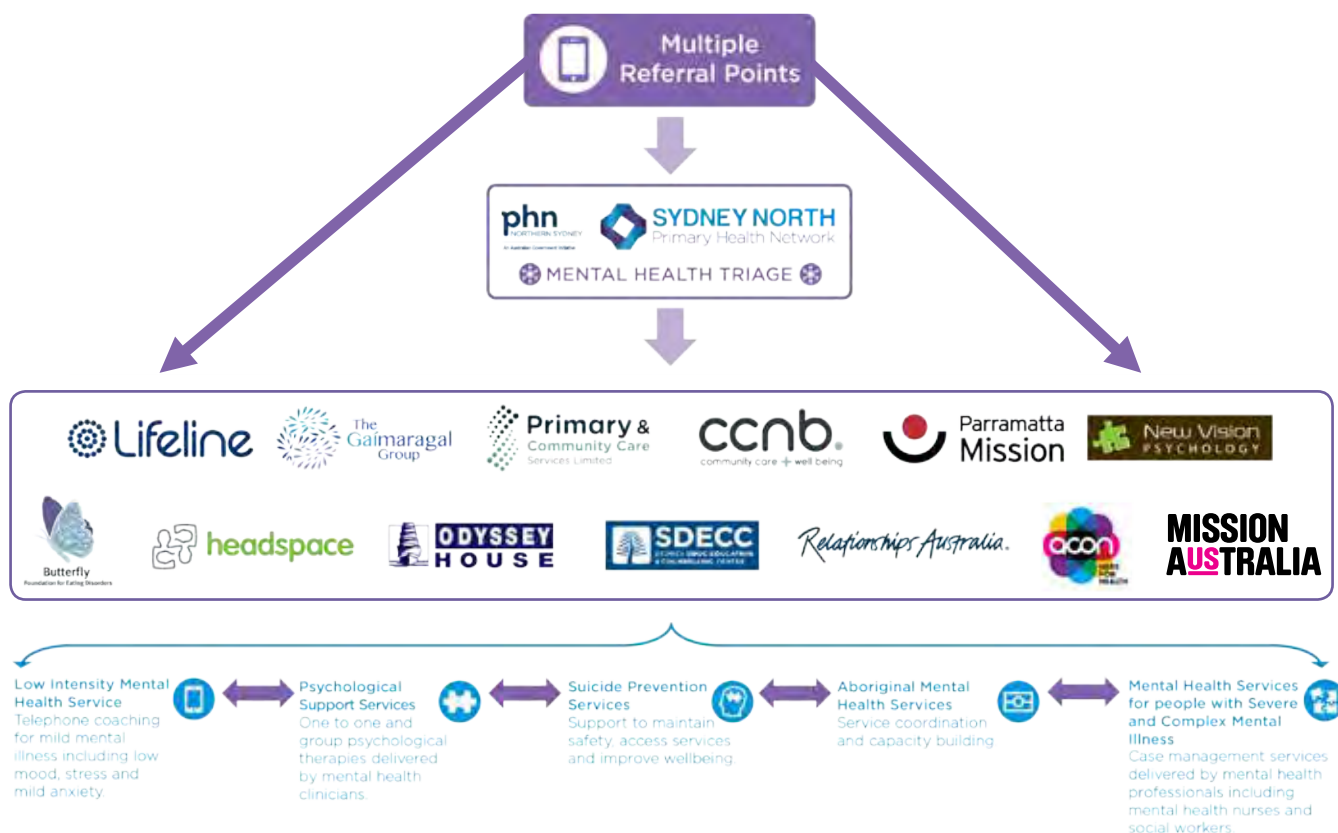






# COMMISSIONING

## COMMISSIONED SERVICES 2018/19



## MENTAL HEALTH

In 2018/19 **11 mental health commissioned services** continued to support access to the most appropriate level of care tailored to individual needs. Services range from low intensity telephone support for people at risk of mental illness through to psychological interventions and case management for people experiencing severe mental illness.

SNHN's commissioned mental health services provide valuable support and care to people experiencing mental illness across the SNHN region.

In 2018-19, **New Horizons** commenced as the new headspace lead agent and have worked to build a service that aligns with the needs of young people in the region. Now offering **extended hours** in **Chatswood** and **Brookvale** and access in more locations with outposts in **Avalon**, **North Ryde** and **Hornsby** - headspace centres and services are more flexible and responsive to the needs of our community.

SNHN commissioned **Mission Australia** to establish a new psychosocial support service in the region - filling a gap for support services for people living

with severe mental illness who are unable to access support via the NDIS.

Co-commissioning of **Psychiatry Support Line** in partnership with 5 other PHNs to assist GPs with the treatment of patients with severe mental illness was also implemented.







- > **42.6% increase** in client uptake with **3,635 clients** serviced in 2018/19.
- > **46.5% increase** in the number of sessions delivered.
- > **23.7% increase** in the number of new referrals received between 2017/18 to 2018/19.

- > **39%** of clients under 25 years of age.
- > **2.8%** of clients identifying as Aboriginal and/or Torres Strait Islander.
- > **21.1%** of clients from culturally and linguistically diverse backgrounds. **13.3%** of clients speak a language other than English.

“I am slowly regaining my strength and confidence and feeling I am getting my life back on track.”

## MENTAL HEALTH PERSONAL STORY - MARK\*

- > Experienced a psychotic episode after losing his business and marriage breakdown.
- > Admitted to a mental health unit and diagnosed with depression and anxiety.
- > Homeless.
- > **OUTCOME** – Through Mission Australia Mark was linked with psychosocial support services who helped him to secure accommodation, appropriate identification, Centrelink support, financial and psychological counselling.

## MENTAL HEALTH PERSONAL STORY - SALLY\*

- > When Sally joined the Karrikin service she was not attending school, socially isolated and not engaging in any extracurricular activities.
- > **OUTCOME** – Sally now attends weekly psychology and family therapy sessions, and a Managing Your Mood group run by Lifeline. She now attends school, socialises regularly with friends, enjoys dance classes, plays hockey, and is a peer support leader at school.

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# NORTHERN BEACHES SUICIDE RESPONSE COLLABORATIVE

Northern Sydney PHN has worked with the Northern Beaches Council, local police, Community Care Northern Beaches, Northern Sydney Local Health District and Lifeline Northern Beaches to develop a

coordinated approach to suicide prevention in the Northern Beaches region. The response has included the development of:

- > A Suicide Prevention Action Plan.
- > Comprehensive training for first responders, general practitioners and community members.
- > A communications protocol.
- > A Suicide Prevention Services Guide.
- > Enhanced safety measures at geographic hotspots.

## PERSONAL STORY – TOM\*

Tom was hospitalised for excessive consumption of alcohol. He attended SMART Recovery with Odyssey House and then moved to one-on-one sessions. Tom maintained abstinence for 4 months. He wrote a letter of apology to the ambulance officers who attended to him when hospitalised and is now in independent accommodation. Tom is keeping an active journal of his sobriety. He has completed his community services order in half the time required.

*\*Not real name.*

## ALCOHOL & OTHER DRUG SERVICES

SNHN has commissioned **3 alcohol and other drugs services** tailored to target vulnerable and high-risk groups. These services continue to demonstrate significant impact in the region, enabling more people to access individual and group-based support.

- > **595** clients serviced in 2018/19.
- > Over **3,000** Alcohol & Other Drug treatment sessions delivered.
- > Sydney Drug Education & Counselling Centre (SDECC) opened St Leonards office and added psychiatry support.
- > Engagement and reach across region has grown - e.g. in-reach support into schools, Avalon Youth Hub, and GP Shared Care.

### KEY HIGHLIGHTS:

- > Outcomes for services indicate **reduced substance use, improved psychological health** and **overall quality of life**.
- > Patient feedback indicates that the majority of service users are **very satisfied** with the services they received.
- > Service providers established effective working relationships with key referral partners including **Northern Sydney Local Health District, correctional services** and **local mental health services**.
- > **Sydney Drug & Education Counselling Centre (SDECC)** established a collaborative working relationship with a local psychiatrist – providing psychiatric review for clients and secondary consultation and advice for counsellors.
- > SDECC recruited a **Mandarin** and **Cantonese speaking counsellor**.
- > SDECC have provided **services into local schools** upon request, supporting soft entry into services for young people at risk.
- > Staff from commissioned services completed training on **Aboriginal Cultural Competence** and **ACON's Rainbow Buzz training** to support inclusive practice for LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex) community members.
- > ACON & Odyssey House developed **Reconciliation Action Plans**.
- > SNHN has provided a range of capacity building education events for GPs, allied health professionals and staff from commissioned service providers as part of its **AOD Shared Care Initiative**. This training has included modules on Motivational Interviewing, Young People & Recreational Drugs, Substance Use and Physical Health, New & Emerging Psychoactive Substances and Treatment of Opioid Dependence.







# MEMBER & PROVIDER SUPPORT



## MEMBERSHIP

Members of SNHN are at the forefront of connecting and coordinating health services in the Northern Sydney region. As of end June 2019 - SNHN currently has **1628** members.

**1393**

**Individual  
Members**

**127**

**Organisational  
Members**

**108**

**Associate  
Members**

## CLINICAL ENGAGEMENT & EDUCATION

Sydney North Health Network's Clinical Engagement and Education Team has supported 3155 GPs, primary care nurses, pharmacists, allied health and other health professionals throughout the year.

This team has delivered **111** education events in 2018/19 including:

- > Active Learning Modules
- > Presentations from subject matter experts
- > Webinars
- > Clinical Audits
- > Online learning
- > Networking opportunities

Additionally, the team support the participation and engagement of local health professionals in focus groups and other consultative activities, so that the views of primary healthcare professionals are embedded into service design.



  
**3,155**

  
**111**





## PERSON-CENTRED CARE

Person-centred care is an example of our ever evolving primary healthcare system. It is a team-based approach to healthcare where general practice works as a team to look after a patient's welfare and health.

The Person-Centred Medical Home model combines the traditional core values of a family-focused medical practice – providing comprehensive, coordinated, integrated, quality care – that is easily accessible, along with an ongoing, active relationship between the person and their healthcare team.

Sydney North Health Network provides support and education to healthcare teams to help enhance patient experience of coordinated care, improve systems and data collection, optimise health and wellbeing, and improve the work life of healthcare clinicians.

“Person-centred care focusses on the patient, their needs, and their goals to achieve better health outcomes. Working together allows health professionals to focus on their skill sets and deliver a better quality of care to patients.”

**Dr Kiril Siebert**

“I was blown away with how the person-centred care practice helped me. Suddenly my whole world and health improved. I had choices, I was connected to the services I needed, and I could be proactive and in charge of my own health.”

**Patient – Meg Parsons**





Quality Improvement is a formal, systematic approach by which better health outcomes are achieved through analysis of data to improve service delivery processes.

## Figure 1.1 from data to action

Data is the raw material from which information is constructed via processing or interpretation. This information in turn provides knowledge on which decisions and actions are based.



- > **25%** increase in Quality Improvement activity using the Model for Improvement.
- > **166** General Practices with data extraction tool licences.
- > New Data reports to practices to further enhance quality improvement activities. A total of **555** reports created and disseminated to practices.

## Reports have endorsement from:

- ✓ Asthma Foundation
- ✓ Kidney Health Australia
- ✓ Diabetes NSW
- ✓ Heart Foundation

- > 91 general practices actively participating in Practice Incentive Program Quality Improvement activities.**



## PRIMARY CARE NURSE TRANSITION PROGRAM

The **Sydney North Primary Care Nurse Transition Program** has been specifically designed for recently graduated Registered Nurses entering general practice settings directly from university. The graduates work in local practices and become part of their vibrant multidisciplinary primary healthcare team, whilst being supported by a Nurse Transition Program Coordinator.

### NURSE TRANSITION PROGRAM TOP THREE:

- 1. 100% retention** in primary healthcare of all participating nurses in 2018/19 program.
  - > Significant increase in general practices involved in the 2019 program.
  - > A new graduate nurse who completed SNHN's Nurse Transition Program was awarded Australian Practice Nurses Association (APNA's) New Graduate Nurse of the Year Runner-up Award.
- 2. Evolving and responsive education program** to meet the needs of practices and primary care nurses.
  - > Incorporated nurses who are new to general practice into the education program to help aid retention of nurses in general practice.
- 3. Invited by Sydney University** to teach a module on primary healthcare nursing to student nurses.





# AN EXCEPTIONAL ORGANISATION



## STAFF ENGAGEMENT

- > Staff surveys conducted in Feb 2017 and Feb 2019 highlighted continued high level of engagement from staff with an overall employee engagement rating was **90.7%** (against PHN benchmark average of 65%).
- > **100%** of staff surveyed indicated “My PHN has a strong, clear sense of vision and future direction” (against PHN benchmark average of 61%).
- > **90%** of Sydney North Health Network employees said SNHN is a **“truly GREAT place to work”** in the 2019 Pulse Survey.

“People care about the work we do and wish to make a difference. Teams are collaborative and adaptive when needed.”

SNHN Employee

## LEADERSHIP TRAINING

- > SNHN continued to support development in the organisation, building capacity and future leadership through management training. A future leadership program was completed by **14 future leaders** in 2018/19.
- > **100%** of staff completed cultural awareness training.
- > **234** on-line courses completed.
- > Executive succession plan developed and approved by the SNHN Board.





The SNHN Education Team secured **over \$67,085 in sponsorship dollars/in kind contributions** over the past financial year.

This ensures that Sydney North Health Network can continue to run a sustainable and more diverse education program. It has also seen SNHN establish new relationships with stakeholders across the region.

"I attended last week's education at The Epping Club as the sponsor and got to speak with many of your guests. I just wanted to say thank you for allowing us to be part of this event, it was a very effective event for us. We would like to be considered to sponsor more of your events in future."

**Macquarie Medical Imaging**



## COMMUNICATIONS & MARKETING

The Communication and Marketing team help build the SNHN brand by telling the story of how service commissioning positively impacts on the lives of the community we serve. This team also helps other SNHN operational teams craft messages that connect effectively with the people they serve.

**SNHN Website:**

- > There has been a **57.5% increase in unique visitors** to the SNHN website in 2018/19 - 82,000 vs 52,000 at the same time last year.
- > There has also been a **54% growth in page views** - 372,000 vs 241,000 at the same time last year.





## SOCIAL MEDIA GROWTH COMPARISON BETWEEN 2017/18 AND 2018/19:



**Twitter:**  
**+3%**  
followers



**Facebook:**  
**+19.5%**  
followers



**LinkedIn:**  
**+14.5%**  
followers



**Instagram:**  
**+10.5%**  
followers



**YouTube:**  
total views  
**10,675**



## CORPORATE GOVERNANCE

Sydney North Health Network has created strong systems, policies and processes through a Quality Management Framework which encompasses:

- > **SNHN's Quality Management System** – underpins all activities designed to achieve our goals and quality outcomes for the benefit of stakeholders including a commitment to foster a continuous improvement culture to meet the needs of the community.
- > **Stakeholder Engagement Strategy** – demonstrates an investment of time to form effective professional relationships and connect with stakeholders to seek partnerships with synchronistic benefits.
- > **Commissioning Framework** – establishing SNHN's commitment to utilising their limited resources in a fair and transparent way, to improve the health outcomes of our community. It is needs-led and collaboratively designed to deliver maximum impact.





# SUMMARY STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME

For the Year Ended 30 June 2019

The accompanying summary financial information reflects the organisation's effective financial stewardship of its valuable resources. Although only extracts are provided, the audited 2018-19 Financial Report can be provided on request.

	2019 \$	2018 \$
Operating revenue	20,789,515	18,830,080
Other income	446,034	258,687
Program expenses	(13,133,674)	(11,172,841)
Employee benefits expense	(5,920,168)	(5,932,806)
Equipment and IT expense	(129,826)	(107,074)
Marketing and communication expense	(302,664)	(403,088)
Management and administration expenses	(1,479,506)	(1,369,258)
<b>Surplus / (deficit) before income tax</b>	<b>269,711</b>	<b>103,700</b>
Income tax expense	-	-
<b>Surplus / (deficit) after income tax</b>	<b>269,711</b>	<b>103,700</b>
Other comprehensive income for the year	-	-
<b>Total comprehensive income for the year</b>	<b>269,711</b>	<b>103,700</b>



# SUMMARY STATEMENT OF FINANCIAL POSITION

As at 30 June 2019

	2019 \$	2018 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	5,270,804	5,687,194
Trade and other receivables	222,198	206,280
Prepayments	308,623	201,662
<b>TOTAL CURRENT ASSETS</b>	<b>5,801,625</b>	6,095,136
<b>TOTAL ASSETS</b>	<b>5,801,625</b>	6,095,136
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	818,093	1,625,744
Other liabilities	3,706,146	3,427,556
Employee benefits	291,490	284,440
Provision for make good of premises	-	362,879
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,815,729</b>	5,700,619
<b>NON-CURRENT LIABILITIES</b>		
Employee benefits	203,726	150,981
Provision for make good of premises	268,923	-
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>472,649</b>	150,981
<b>TOTAL LIABILITIES</b>	<b>5,288,378</b>	5,851,600
<b>NET ASSETS</b>	<b>513,247</b>	243,536
<b>FUNDS</b>		
Accumulated Surplus	513,247	243,536
<b>TOTAL FUNDS</b>	<b>513,247</b>	243,536



“Great service that provides prompt advice, the psychiatrist I’ve spoken to both times was super friendly and helpful.”

**GP regarding GP Psychiatry Support Line**

“I can’t tell you how amazing, caring, skilful, reassuring and wonderful you have both been in a frightening desperate time for our family.”

**Client, Karrikin**

**Achieving together** - *better health, better care*

“I really appreciate the great work of SNHN. Thank you for your commitment to quality education and cross discipline networking.”

**Associated Health Professionals**





Australian Government



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This Annual Report is available on Sydney North Health Network's website ([www.snhn.org.au](http://www.snhn.org.au)) and directly from the SNHN offices.

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