



2022-23 ANNUAL REPORT

OUR SPONSORS

Thank you to our 2023 Annual General Meeting and Health Symposium Sponsors.

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ACKNOWLEDGEMENT OF COUNTRY

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

CONTENTS

Chair Report	4
Our Region	5
Achievements	6
Financial Report	10

CHAIR REPORT

The healthcare landscape is continually evolving, and our commitment to adaptability and innovation in the past year has been crucial in ensuring the wellbeing of the communities we serve.

Throughout the year, Sydney North Health Network's focus has been on patient-centred care, collaboration, and key strategic initiatives critical to the pursuit of our vision of:

Achieving together - better health, better care.

This has only been possible by working with our community of local health professionals, including general practitioners, practice nurses, a large range of allied health providers, the Northern Sydney Local Health District, and other related health and social services.

Our focus continues to be on patients who are at risk of poor health outcomes, and we work to improve the coordination of their care, so they receive the right care, in the right place, at the right time by the right treating practitioners.

Our commitment to collaborative care has been a guiding force throughout the year. We have deepened our partnerships with local healthcare providers, community organisations, and government agencies.

By fostering a collaborative spirit, we have created a network responsive to our diverse population's unique healthcare needs.

This report highlights several key achievements that have significantly contributed to our community's health and wellbeing.

They include:

- Our GPs in Schools program was delivered to 50 schools this year and reached 8,712 students.
- The Hornsby Village Hub is a community initiative for older Australians. The Hub is run by and for its members, with support from Hornsby Shire Council, the Hornsby Ku-ring-gai Hospital, the PCYC, and community groups.
- Our Collaborative Commissioning initiative, which is a partnership with Northern Sydney Local Health District, is designed to help achieve better health outcomes for people aged 75 years and over.
- The commissioning of Street Side Medics to deliver health services to people experiencing homelessness in our community.
- Our General Practice Quality Improvement programs.
- Thirteen Health Literacy workshops were held for vulnerable/high-needs communities.
- The successful commissioning and implementation of several aged care initiatives, including Care Finders and Early Interventions for Healthy Ageing and Virtual Care in Residential Aged Care Homes.
- The continued implementation of the After-Hours support program for Residential Aged Care Homes, Greater Choice for Home Palliative Care, and our Frailty Initiatives.
- Our Emergency and Disaster Response support and training for Primary Care providers.
- The Allied Health Professionals small grants program supports activities improving well-being and community connection.

As we look ahead, we remain steadfast in our commitment to advancing healthcare excellence in Sydney North. The coming year will see us develop a new five-year strategic plan. This will be created in consultation with our staff, members, partners, and local community. Our previous five-year plan has served us well. It is no mistake that the SNHN Board has taken a visionary stance and, in the last year, has employed a new CEO before developing the new strategic plan, enabling us to incorporate our new vision and ideas as we consider future funding and objectives.

We said goodbye to Lynelle Hales, our inaugural CEO. Lynelle served the SNHN diligently and with great effect. We wish Lynelle well in future ventures. We welcomed Kevin Barrow, our new CEO. Kevin brings significant experience in working with health care providers, communities, and the government to improve the well-being of populations. The Board is excited to see his ideas expressed in operational terms and broadly in contribution to the strategic plan.

The challenges of tomorrow demand our continued collaboration, innovation, and dedication to the wellbeing of our community. Together, we will navigate the evolving healthcare landscape, identifying opportunities for improvement and ensuring that our network remains a pillar of strength for all.

In closing, I extend my most profound appreciation to Kate Loxton, our retiring Board Director and previous Board Chair, for her committed contribution to our organisation's direction, and deepest appreciation to our Board, dedicated staff, partners, and the entire community for their unwavering support. Through our collective efforts, we will build a healthier, more resilient future for the residents of Northern Sydney.



ROS KNIGHT
Chair of Board

WELCOME OUR NEW CEO KEVIN BARROW

I am excited to be taking up the CEO role and building on the work of previous CEO Lynelle Hales and the SNHN team. I have always believed that to bring about significant change in healthcare in Australia, we need to embrace the concept of truly integrated healthcare to improve services in relation to access, quality, user satisfaction and efficiency. This can only be achieved through sector-wide collaboration. I look forward to engaging with primary health care providers and other key stakeholders in our community to understand what opportunities exist to achieve better health outcomes.



KEVIN BARROW
CEO

OUR REGION

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

HORNSBY

TOTAL
POPULATION:

923,159

Between 2021-2041, the total population will increase by 13% to

1,079,354

NORTHERN
BEACHES

0.5% (4,377)
of the SNHN
population identify
as Aboriginal &
Torres Strait Islander
NSW: 3.4%

KU-RING-GAI

RYDE

WILLOUGHBY

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

(29%)

compared to

NSW (23%)

Chinese and Indian
are the largest
CALD groups

HUNTERS
HILL

LANE
COVE

NORTH
SYDNEY

MOSMAN

OUR REGION'S POPULATION ORIGIN

The majority of the SNHN population (**57.4%**) were born in Australia, although a smaller proportion compared to NSW (65.4%) and Australia (66.9%). The region's population is also aging, with **17.1%** of the total population 65+ years of age (NSW 17.2%).

The SNHN region has a growing population of people from culturally and linguistically diverse backgrounds, increasing from 25.7% in the 2016 Census to **29%** in the 2021 Census. Within SNHN, Ryde LGA has the highest proportion of people from CALD backgrounds (**44.3%**).

ACHIEVEMENTS

Commissioning

Collaborative Commissioning is a key initiative within the NSW Health's Value-Based Health Care program. The initiative requires partnerships between primary health networks (PHNs) and local health districts (LHDs) to jointly design and commission a pathway for a priority cohort. In Northern Sydney, the partnership between the Northern Sydney Local Health District (NSLHD) and the Sydney North Health Network (SNHN) is implementing a pathway designed to support individuals aged 75 years and older who reside independently in our local community or within Residential Aged Care Facilities (RACFs). The pathway fosters close collaboration between primary care and the local hospitals, providing greater coordinated and responsive care across all residential locations.

The Northern Sydney partnership is currently in its second year of the three-year initiative. It continues to grow and adapt the different services within the pathway to increase participation. This is visible through the General Practice quality improvement program, which initially focused its efforts on recruiting targeted GP practices. The program is now expanding to as many regional General Practices as possible, targeting patients aged 75 years and over who are at higher risk of attending local hospital emergency departments.

The Geriatrician Outreach to GP service expansion is also underway. This service demonstrated high usage by GPs in its first year of operation, leading to a waitlist for patients to be seen. As a result, the partnership is increasing Geriatrician full-time employees across its three hospital sites, Ryde, Royal North Shore and Hornsby. The regional demand for this program has led to the creation of a new position on the Northern Beaches, which is expected to be in place by November 2023.

Patient enrolments remain a high priority, as well as evaluation of all services within the pathway to determine whether they are contributing to an overall reduction in hospital emergency department presentations. The Geriatrician led services play an important role in reducing avoidable hospitalisations for this patient cohort.

Corporate Services

In 2022-23 the corporate services team focussed their attention on systems enhancement and improvements in the areas of human resources, finance and information technology, ensuring that our staff are equipped with up-to-date technology and supported to work efficiently and effectively in a hybrid workplace environment.

We also completed our biennial staff engagement survey reaffirming a culture of success with a 75% engagement rating, and **88% of the team voting that Sydney North Health Network is a "truly great" place to work.**





Geriatrician Outreach to General Practice Service

Patient planning and care in the community-free service

General Practitioners now have access to a **FREE** service where a dedicated Geriatrician from your local public hospital can assist in patient planning and management.

➤ **What will this look like?**

- Joint care planning that is flexible to your preferences and needs:



Book a time to discuss your patients, or simply call for quick advice.



In-person (at your practice), telephone and video options available.



Questions may also be submitted via email.

This is a joint initiative of Sydney North PHN and Northern Sydney Local Health District.
Please contact us for more information at:
NSLHD-SNHN-Collaborativecommissioning@health.nsw.gov.au

Figure 1: Geriatrician Outreach to GP service information



From L to R: Yvonne Wheldon (Metropolitan Local Aboriginal Land Council), Tracey Spicer (Your Side Ambassador), Kevin Barrow (CEO of Northern Sydney PHN), Sue Heins (Mayor of Northern Beaches Council), The Hon. Tim James (Member for Willoughby), Danielle Ballantine (CEO of Your Side Australia)



Your Side Care Finder Team

Partnerships & Innovation

Care Finder

Care Finder is a national program designed to support older, vulnerable Australians to connect with aged care services and other types of health and social care. The program is designed to support older people with significant barriers preventing them from accessing services and who don't have someone who can support them to register for My Aged Care and navigate the confusing aged care ecosystem.

In early 2023, SNHN commissioned Your Side Australia to deliver the Northern Sydney Care Finder program. The care finder team speak multiple languages and has skills across a broad range of health and community services. Care finders provide face-to-face assistance to vulnerable older people who need help accessing in-home support services. Care finders have a thorough understanding of services available for older people and how to access them for different regions and cultural needs within the Northern Sydney region. This includes services such as mental health, alcohol and other drugs, housing or homelessness, general practice or other health care, as well as community services and support with social isolation.



The Gidget Foundation Workforce Development Program

Sydney North Health Network has partnered with Gidget Foundation Australia (GFA) and established the inaugural Workforce Development (WFD) Program. The WFD is a specialised perinatal mental training program that was developed in response to the increasing demand for mental health services and the limited availability of specialised perinatal mental health professionals in the Northern Sydney region.

The WFD program encompasses comprehensive training and mentorship to enhance clinician proficiency and expertise in perinatal mental health. This program was made possible through funding provided by SNHN, enabling the engagement of dedicated and highly experienced AHPRA Trained Board-Approved GFA supervisors.

As a result of this funding, GFA has been able to support 10 clinicians to complete the WFD Program, with the support of 2 dedicated AHPRA Trained Board-Approved supervisors. These WFD clinicians have assisted over 320 clients and families, resulting in 3,550 appointments across the Northern Sydney PHN region. Furthermore, since the initial pilot program in 2021, GFA has expanded its efforts by hiring a dedicated WFD Program Manager and recruiting eight more supervisors to train and mentor 62 clinicians in perinatal and infant mental health across Australia.



The Hornsby Village Hub

In its second year of operation, the Hornsby Village Hub continues to grow and positively impact the wellbeing of its members. Designed to support greater social connection and reduce loneliness among people aged 55 and over who live or work in the Hornsby Shire, the Hub is one of 12 national village hubs funded by the Department of Social Services (DSS) under the Seniors Connected Program.

Over the past year, the Hornsby Village Hub has successfully organised more than 100 community group sessions and health literacy presentations.

A significant number of these groups have been initiated and led by individual Hub members, realising a key goal to create and support a sustainable, community-driven, and socially impactful program.

ACHIEVEMENTS

Primary Care Advancement

• Transition to Primary Sense

Population Health Management and Decision Support Tool - 180 General Practices have successfully transitioned to the new PHN Primary Sense Platform.

• Strengthening Medicare:

- ✓ Education and support
- ✓ 240 General Practices provided with funding for Accreditation, Digital Health and Infection Prevention & Control
- ✓ Leadership and Change Management Education and Coaching
- ✓ MyMedicare support for registration

• General Practice Quality Improvement in 2023



Lumos GP Data Linkage

67 practices participating



Dementia Quality Improvement

25 practices participating



Person-Centred Care Program

25 practices participating



Heart Health Quality Improvement

10 practices participating



Keeping Well & Independent Program

25 practices participating



Cancer Prevention and Screening

20 practices participating



Winter Wellness

43 practices participated, boosting COVID and Influenza vaccinations in the community



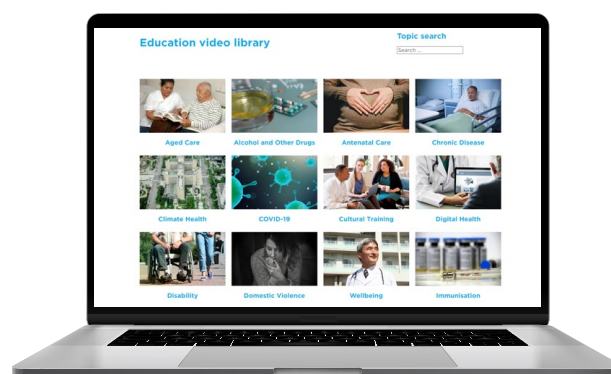
Alcohol and Other Drugs Shared Care Program

5 practices proactively accepting Northern Sydney Local Health District (NSLHD) patient referrals



Clinical Engagement

- **3531 GPs**, health professionals, and practice staff attended an SNHN education opportunity.
- A mix of face-to-face, webinar, and hybrid events were held, including **94 webinars** and **70 in-person/networking events**.
- Development of SNHN education video library for on-demand viewing.
- Three Clinical Engagement team members accredited as RACGP CPD representatives.
- Clinical Council meetings held bi-monthly with membership including GPs, AHPs, Pharmacists, community, Hospital and NSLHD representation. Two joint Community Council and Clinical Council meetings are held annually.
- Education Advisory Committee held quarterly.



Climate & Health

Commissioned services - service providers are now required to address environmental criteria in all requests for proposals and reporting.

Education of healthcare workers - a virtual course webinar with the Northern Sydney Local Health District, one-to-one educational meetings, and regular educational features in our e-news.

Setting an example at SNHN - Better Business Partnership and employee Green Team established.



Be prepared for summer

Join us for a **free family BBQ** at the
South Turrumurra
Community Emergency Expo

Sat 16th Sept, 10am - 1pm



Emergency Operations

Whilst we are still involved in the COVID vaccination program, the majority of Emergency Operations are now focused on preparedness for future natural or man-made hazards. We are working with primary care providers and communities previously impacted by natural disasters. The most recent example was the South Turrumurra "Be Prepared for Summer" Community Emergency Expo, attended by about 400 local residents.

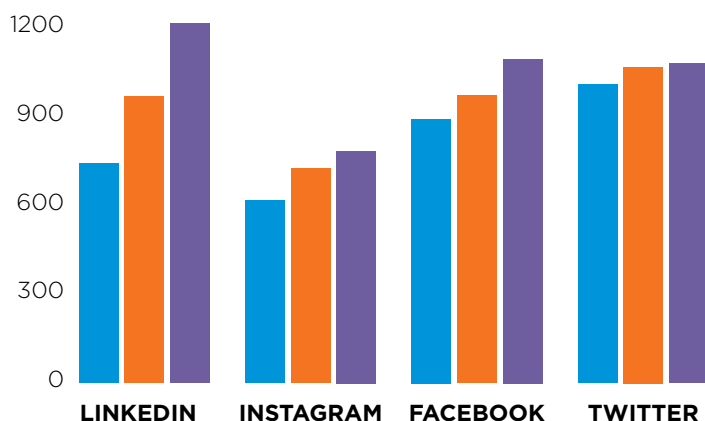
Marketing & Communications

Social media trends

Our social media growth continues through regular and relevant postings, engaging our local community.

YEARLY COMPARISON

■ JULY 2021 ■ JULY 2022 ■ JULY 2023



Health Workforce & Systems Improvement

Digital Health

The RACH Telehealth program

After a robust consultation and co-design process, Health Teams were commissioned to roll out the RACH Telehealth service. The service enables secure, real-time consultation between people living in residential care and their GPs, including seeing and hearing clinical observations. The new service also enables a person's family member to be present at the consult if necessary.

Nurse Transition & Support Programs

Nurse Support

Retaining quality nurses in primary care is contingent on them wanting to stay. Frequently, working solo and without direction, not all nurses are as confident in the primary care setting as they are in the hospital setting when surrounded by a team of nurses, doctors and allied health professionals. It is not only new graduates who may experience reduced clinical confidence; it includes experienced and highly skilled nurses leaving the tertiary health system for general practice or aged care. The Nurse Transition and Support Programs have developed, and continue to regularly support nurses through, an effective combination of education, on-site visits and online help.

Allied Health

Allied Health grants

The Allied Health grants helped support the delivery of a range of activities aimed at:



Increasing vaccinations



Managing the symptoms of prolonged COVID



Screening and providing management strategies for older people at risk of frailty and falls



Preventing and managing chronic conditions



Enhancing mental health and wellbeing



Improving access to allied health services for vulnerable groups



Building skills and capacity of the health workforce



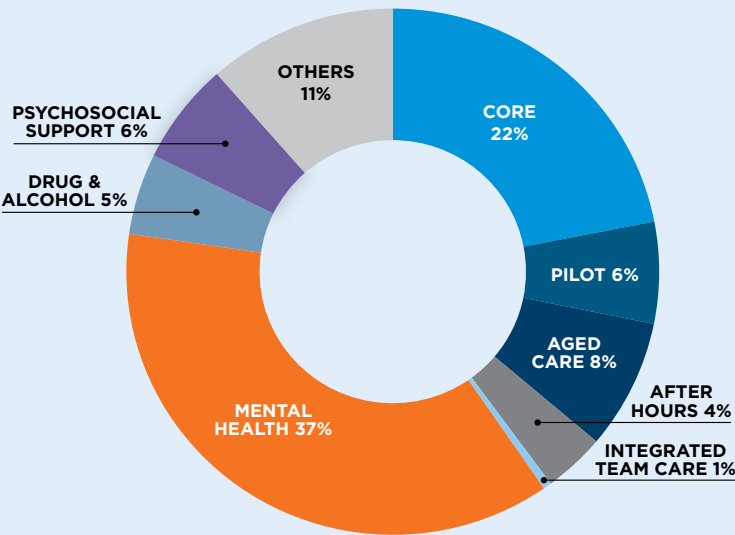
Enabling connected care with general practice and other primary healthcare providers

STATEMENT OF FINANCIAL POSITION

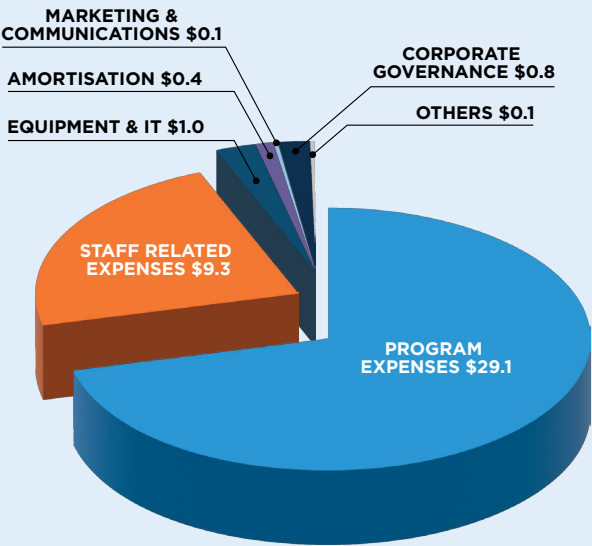
As at 30 June 2023



EXPENSE CLASSIFICATION



EXPENDITURE (\$ in Millions)



PROFIT & LOSS

As at 30 June 2023

	2023 \$	2022 \$
REVENUE	40,360,529	31,538,854
EXPENDITURE	40,245,916	31,475,741
NET	114,613	63,113

BALANCE SHEET

As at 30 June 2023

	2023 \$	2022 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	22,801,453	15,761,336
Trade and other receivables	2,467,553	367,351
Prepayments	2,879,423	1,431,182
TOTAL CURRENT ASSETS	28,148,429	17,559,869
NON-CURRENT ASSETS		
Lease Assets	498,311	1,017,854
TOTAL NON-CURRENT ASSETS	498,311	1,017,854
TOTAL ASSETS	28,646,740	18,577,723
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	4,579,527	3,721,398
Contract liabilities	21,031,706	11,451,324
Employee benefits	637,958	618,762
Lease liabilities	487,609	473,327
TOTAL CURRENT LIABILITIES	26,736,800	16,264,811
NON-CURRENT LIABILITIES		
Employee benefits	361,245	378,347
Provision for make good of premises	370,000	344,731
Lease liabilities	100,829	626,581
TOTAL NON-CURRENT LIABILITIES	832,074	1,349,659
TOTAL LIABILITIES	27,568,874	17,614,470
NET ASSETS	1,077,866	963,253
FUNDS		
Accumulated surplus	1,077,866	963,253
TOTAL FUNDS	1,077,866	963,253

Please note: The accompanying summary financial information reflects the organisation's effective financial stewardship of its valuable resources. Although only extracts are provided, the audited 2022-23 Financial Report can be provided on request.

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Northern Sydney PHN (operated by the Sydney North Health Network) is supported by funding from the Australian Government under the PHN Program. This Annual Report is available on Sydney North Health Network's website (www.snhn.org.au) and directly from the SNHN offices.
Published in November 2023.

SNPHN LTD (ABN 38 605 353 884), trading
as Sydney North Health Network.