

# Partnerships, performance, and planning

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**Southern NSW  
Local Health District  
Year in Review  
2022-2023**



Southern NSW  
Local Health District

## Our Future

To be a recognised leader in rural healthcare

## Our Purpose

To improve the wellbeing of the community we serve

## Our Values

Collaboration, Openness, Respect, Empowerment

Emily Pech, Redginar Cayetano and Jemima Johns at Queanbeyan Hospital



Artist: Alison Simpson

**Southern NSW Local Health District acknowledges and pays respect to the Traditional Custodians of the lands within its boundaries, the Gundungurra, Ngambri, Ngarigo, Ngunnawal and Yuin peoples.**

We acknowledge Aboriginal and Torres Strait Islander Elders, community members and staff for their ongoing contribution to society and their commitment to improving the health and wellbeing of Aboriginal and Torres Strait Islander people.



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**Cover photo:** Radiographer Ashley Johnson at Cooma Hospital.

This Southern NSW Local Health District Year in Review is a snapshot of services and achievements for the financial year 1 July 2022–30 June 2023.

# ABOUT US

## Introduction

Southern NSW Local Health District (SNSWLHD) is responsible for the management of public hospitals and associated health care services throughout south-east NSW.



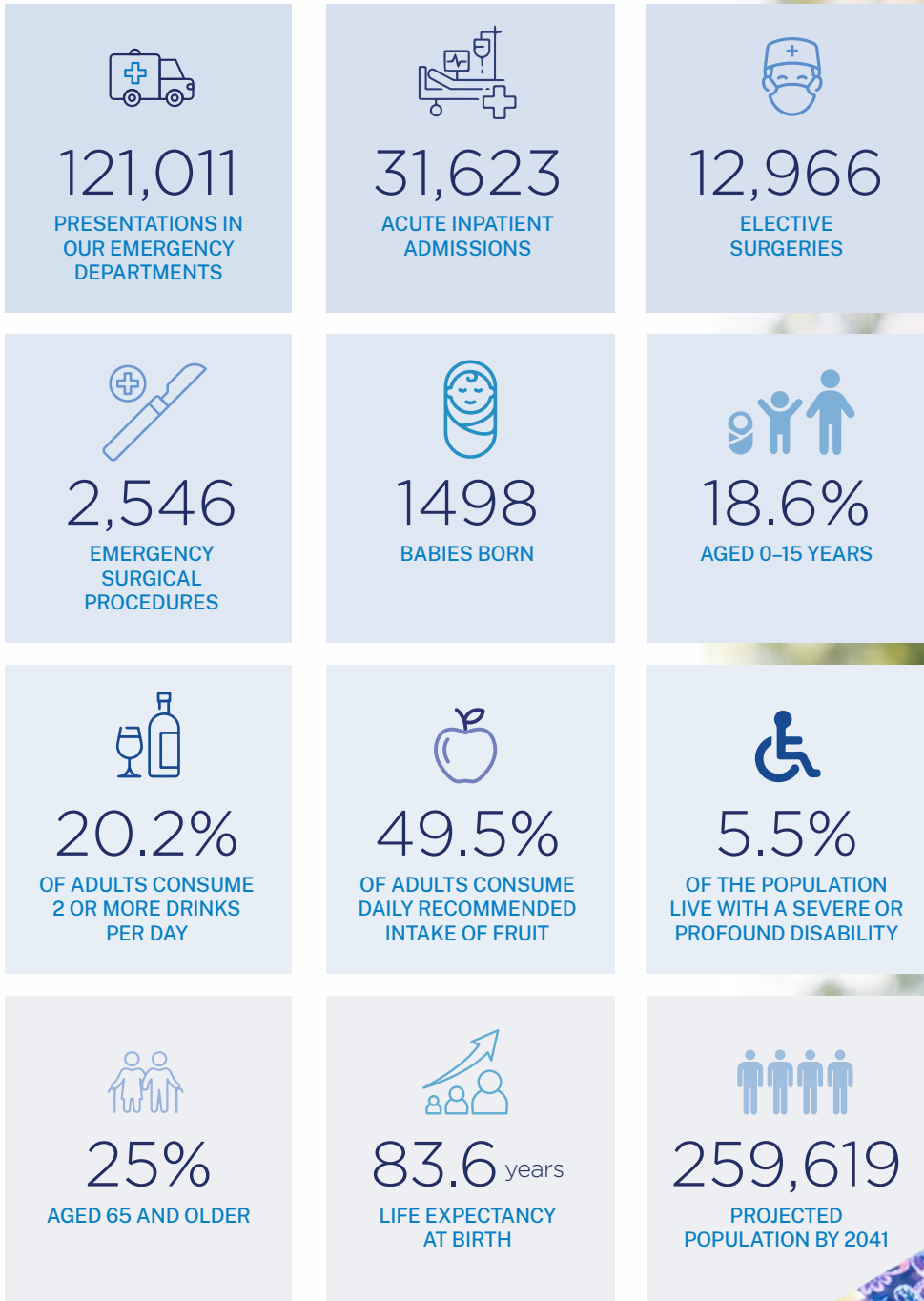
Care Navigators  
Rosemary Durbridge  
and Jenelle Crooks  
at Goulburn  
Base Hospital.

**In 2022-2023, our staff attended to 121,011 presentations to our emergency departments, 31,623 acute inpatient admissions, performed 12,966 surgeries and 1498 mothers gave birth across the District. Our network of hospitals and community services provides for the residents and tourists that populate 44,534 square kilometres of the State's vast south east and tablelands.**

Southern encompasses seven local government areas (LGAs) in one of Australia's most geographically diverse natural environments, spanning the tablelands to the ACT, the Snowy Mountains, and the far south coast to the Victorian border. It encompasses the Upper Lachlan, Goulburn Mulwaree, Yass Valley, Queanbeyan-Palerang, Eurobodalla, Bega Valley and Snowy Monaro LGAs, and incorporates the traditional lands of five Aboriginal nations of the Gundungurra, Ngunnawal, Ngambri, Ngarigo and Yuin peoples.

Our healthcare facilities are divided into two geographic networks across 15 sites enabling people in each region to receive the right care at the right time and in the right place. Southern has 12 public inpatient facilities including nine hospitals and three multipurpose services (MPS). Our MPS combine a range of health and aged care services. Each MPS is tailored to meet the community's unique clinical needs. Hospitals with higher level services are strategically connected to smaller facilities providing emergency and basic care. Southern partners with ACT Health and major Sydney hospitals for those who require high-level specialist care. Southern's network of 11 community consultation committees (CCCs) provide a community and consumer perspective on what matters to them and how to best deliver services. Our CCCs are located in Bega, Bombala, Braidwood, Cooma, Crookwell, Eurobodalla, Delegate, Jindabyne, Goulburn, Queanbeyan and Yass.

Southern's estimated resident population is 215,370 and the region welcomes more than 5 million tourists each year, attracted by our snowfields and idyllic coastal areas. Visitors account for 12.9% of all our emergency department presentations annually. Our Aboriginal and Torres Strait Islander population is younger and growing more quickly than any other demographic in our District, with 42% of our 9146-strong Aboriginal and Torres Strait Islander community living on the south coast (includes Eurobodalla and Bega Valley LGAs). 12.5% of residents were born overseas and 8% of residents speak a language other than English at home, with the highest proportion living in Queanbeyan. Our population is predicted to average a 0.95% annual growth, reaching 259,619 by 2041. Between 2021 and 2041, the proportion of people aged 70 and over is expected to rise from 15 per cent to around 22%, an increase from 32,540 to 56,732.



Midwifery Unit Manager Sheree Barr at Moruya Hospital.



Our healthcare facilities are divided into two geographic networks across 15 sites enabling people in each region to receive the right care at the right time and in the right place.”

# District map



**District Networks**

- Inland Network
- Coastal Network



**Upper Lachlan Shire**

- 1. Crookwell Health Service  
*Gundungurra*

**Goulburn Mulwaree Council**

- 2. Goulburn Base Hospital  
*Gundungurra/Ngunnawal*
- 2. Kenmore Hospital  
*Gundungurra/Ngunnawal*
- 2. Chisholm Ross Centre  
*Gundungurra/Ngunnawal*

**Yass Valley Council**

- 3. Yass Health Service  
*Ngunnawal*

**Queanbeyan-Palerang Regional Council**

- 4. Queanbeyan Health Service  
*Ngunnawal/Ngambri*
- 5. Braidwood Multipurpose Service  
*Yuin*

**Eurobodalla Shire**

- 6. Batemans Bay District Hospital  
*Yuin*
- 7. Moruya District Hospital  
*Yuin*
- 8. Narooma Community Health  
*Yuin*

**Snowy Monaro Regional Council**

- 9. Cooma Health Service  
*Ngarigo*
- 10. Jindabyne HealthOne  
*Ngarigo*
- 11. Bombala Multipurpose Service  
*Ngarigo*
- 12. Delegate Multipurpose Service  
*Ngarigo*

**Bega Valley Shire**

- 13. South East Regional Hospital  
*Yuin*
- 14. Pambula District Hospital  
*Yuin*
- 15. Eden Community Health Centre  
*Yuin*



# Financial Summary

SNSWLHD is committed to financial sustainability, underpinning our ability to provide a diverse range of public healthcare services to the people of southern NSW.

Challenges in recruiting and retaining staff in rural and regional areas has contributed to an increase in workforce vacancies for which the District continues to rely on premium labour. The District received an additional \$35.7 million revenue from the Ministry of Health recurrent allocation which funded an increase in expenses during the year including employee-related costs which increased \$28 million on prior year and surpassed the allocated budget by \$33 million.

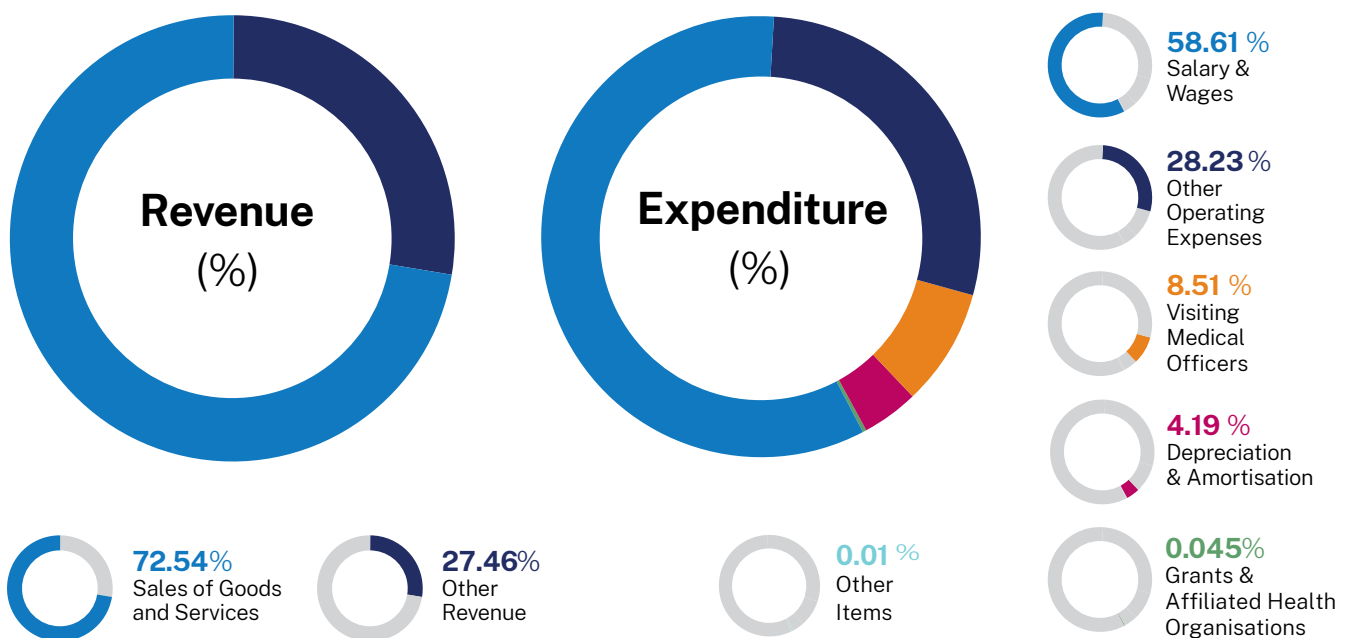
The implementation of 13 efficiency improvement programs realised \$9.3 million in savings to our bottom line. The strategies focussed on revenue, procurement, ambulance costs, consultant reduction, and labour costs including overtime. Further efficiency improvement programs will be developed in 2023-2024 improving the way and cost of doing business.

Redevelopment commitments from the NSW Government include \$15 million for Key Health Worker Accommodation in the District, \$20 million for a Batemans Bay HealthOne, \$24.2 million for Cooma Health Service, \$165 million for Goulburn Base Hospital, and \$260 million to deliver a new Eurobodalla Health Service.

SNSWLHD's expenditure for 2022-23 was \$573 million of which employee related expenses, including visiting medical officers (VMOs), made up 67 per cent.

Own-source revenue generated in 2022-23 was \$54.3 million and included patient fees and private health insurance revenue.

The complete audited financial statements are published in the 2022-23 NSW Health Statutory Financial Report and are available on our website [www.snswlhd.health.nsw.gov.au](http://www.snswlhd.health.nsw.gov.au)





*Southern's Board and Executive were pleased to launch the Pride in Southern initiative this year.*

*Chief Executive Margaret Bennett presented Sue Rowley and Rebecca Miles with the Chief Executives Award for the Safe Care Project at this year's Excellence Awards ceremony.*

# PARTNERSHIPS, PERFORMANCE, AND PLANNING





## From Board Chair Elizabeth Hoskins

**2022-2023 was again a year of challenge for SNWSLHD where a global healthcare worker shortage prevailed, putting pressure on Southern's staff who had already faced the difficult preceding years of bushfire and the COVID-19 pandemic. Throughout the year our staff continued to show dedication and resilience as they provided accessible, effective, personalised and safe care every day to the people of Southern NSW.**

My appointment as Board Chair officially commenced in early 2023, following the death of Dr Allan Hawke AC. Allan made an outstanding contribution to the leadership and governance of SNWSLHD. Allan's legacy lives on in our focus on the fantastic people who work for Southern and on growing and supporting our team at every stage of their career.

This year we embraced projects and enhanced programs with particular focus on our people, inclusion, and diversity. We also strengthened our focus on the priority areas of recruitment, workplace culture, financial and environmental sustainability as we continue to strive to become leaders in the provision of healthcare to regional Australia.

The Board, staff and I congratulate Chief Executive Margaret Bennett on being awarded the Medal of the Order of Australia in the General Division (OAM) - for service to medical administration, in January 2023. Margaret has made an outstanding contribution to healthcare in Australia over a long period of time and this honour is a testament to this.

Margaret celebrated three years with Southern this year and during that time she has led our District through the most difficult of times with great strength, wisdom and empathy. We are fortunate to have Margaret as our Chief Executive, and I am personally grateful for her commitment to the transformation of SNWSLHD.



Elizabeth Hoskins  
Board Chair

## From Chief Executive Margaret Bennett

**The 2022-23 financial year was an extraordinary period of achievement for Southern. Southern focused on performance, planning and partnership to make measurable progress in priority areas including recruitment, cultural safety, patient experience, leadership, sustainability and innovation.**

Community consultation was a big focus for Southern this year especially in support of clinical service planning, the new Eurobodalla Regional Hospital and new virtually enhanced models of care. A review, Strengthening Community Engagement, is underway to consider how we can better understand community experiences and broaden representation in consultation activities. Thank you to Southern's 11 Community Consultation Committees for their support of this work.

I was delighted to sign the formal agreement that signifies the expansion of clinical trials in Southern NSW. You can read more about this important milestone on page 14.

Southern ramped up a variety of new and innovative recruitment and retention strategies including the Come to Southern marketing campaign, recruitment fair stalls, cash incentives and partnership with overseas recruitment agencies. More than 80 nurses signed contracts to join the District from the United Kingdom in mid-late 2023. The largest ever cohort of 121 graduate nurses and midwives also joined Southern this year.

Southern made significant improvements in key performance areas this year including elective surgery access performance (ESAP), transfer of care (TOC) times and emergency treatment performance (ETP) and capture of National Weighted Activity Units (NWAU).

Congratulations to our Medical Workforce team who celebrated a major milestone on 30 June 2023, with the completion of a large credentialling project. Known as the Quinquennium Project (meaning a period of five years), the project team completed 360 Visiting Medical Officer re-appointment contracts for medical and dental practitioners working in Southern.



Margaret Bennett  
Chief Executive

# Simple intervention saves lives in cross-border partnership

In 2022-23 Southern NSW Local Health District partnered with Canberra Health Services to launch a project enabling dialysis patients to use the common bottle lid to control fistula bleeding in an emergency at home.

Over 26,000 Australians received dialysis or a kidney transplant in 2021, according to Kidney Health Australia. The Stop the Bleed project empowers those undergoing dialysis to look after their fistula.

Dialysis filters or cleans the blood of patients with kidney disease. To work efficiently, doctors create a fistula by surgically connecting an artery and vein in the patient's arm, increasing blood flow to the

dialysis machine. An average adult has five litres of blood. Blood can flow from a fistula at 500ml to a whopping 2L per minute.

"So, you can imagine if someone's fistula has a flow of 2L per minute, within two and a half minutes, that person has lost all their blood," says Renal Clinical Nurse Consultant Pip O'Reilly.

Bleeding from a fistula is rare but catastrophic. It's likely to occur

in the home, while shopping or visiting friends. In regional NSW, it could happen far from medical treatment.

"It's very traumatic for anyone involved," says Pip.

The new initiative came about after a Southern NSW Local Health District patient bled at home and died. His family were unaware the fistula could bleed or what to do if it bled.

Allan Turner with Renal Clinical Nurse Consultant Pip O'Reilly.



## Partnerships, performance, and planning



*A small plastic bottle top can make a big difference for dialysis patients.*

One of the vascular surgeons in Canberra heard about a successful initiative in the UK. They were saving an average of 10 patients a year using plastic bottle tops to stop fistula bleeding. The British were placing the hollow part of a bottle top over the bleeding point, the hole in the fistula, and holding or taping it in place. The rim of the cap reduced blood flow to the area as the cap filled with blood and clotted. The downward pressure of the blood in the cap further reduced the bleeding without damaging the fistula.

After consultation with NSW ambulance service, health care providers and patients, the STOP the Bleed – Use a Lid initiative was born. Posters, brochures, fridge magnets and a wallet sized alert card were created in conjunction with the ACT and Canberra Health Services, where most Southern NSW patients are treated.

“They’re encouraged to have bottle tops everywhere, all over their house, in their bags in the car, wherever,” says Pip.

Patients are informed to call 000 if they have a bleed and cover the area with the bottle top, pressing down firmly. The ambulance takes them directly to Canberra Hospital. The lids are ideal for the large regional area, as they can stay in place for up to 18 hours.

“No one takes the lid off until the patient is actually in the operating room with the vascular team, with all scrub ready to go and blood on tap. They’ve got cannulas in the patient, so they can do a massive transfusion if required. It’s a real game changer, especially for regional patients.”

When designing the brochure, healthcare professionals initially wanted to focus on how to use the bottle top rather than the fistulas. However, the patients had other ideas.

“The patients were saying, we want information about what to look for with the fistula. We don’t want to have to use a bottle top; we want to stop it here,” says Pip.

So, a simple plastic bottle top became a symbol of empowerment for dialysis patients.

“They feel they know what to do. They like the fact that they’ve been given more information about what an at-risk fistula looks like and what to do about it. If it does happen to bleed, they feel more confident (in treating it).”



**So, a simple plastic bottle top became a symbol of empowerment for dialysis patients.”**

# Partnering to close the gap

Closing the Gap is our shared commitment to reducing First Nations disadvantage with respect to life expectancy, child mortality, access to early childhood education, educational achievement, and employment outcomes.

Southern NSW Local Health District has risen to the challenge set by NSW Health Secretary Susan Pearce to make Closing the Gap a priority.

## Our Statement of Commitment

To apply Southern vision for Reconciliation, the Integrated Care and Allied Health Directorate developed its own Statement of Commitment.

This Statement of Commitment guides Southern's Reconciliation journey and is part of the Directorate's ongoing cultural journey. It includes transforming the way staff work in genuine

partnership with Aboriginal and Torres Strait Islander peoples.

## Respecting the Difference

Recognising the importance of cultural learning in improving health outcomes for Aboriginal people, NSW Health developed Respecting the Difference as online and face-to-face education modules for all Health staff.

Local feedback from Southern staff and Aboriginal community members highlighted the need for refinements, leading to the development of an updated eLearning package and a refreshed in-person workshop titled

Respecting the Difference: Be the Difference. This refreshed module has been completed by 689 staff members since August 2022.

The content of the training now focuses on historical impacts, cultural safety, patient-centred care, communication strategies, and the importance of working together.

The Respecting the Difference: Be the Difference Aboriginal Cultural Training program team received the People and Culture Award at Southern's Excellence awards in recognition of their success in providing NSW Health staff with improved knowledge and understanding of Aboriginal culture, customs, and protocols.



Aroha Groves (Queanbeyan-Palerang Regional Council), Senior Constable Jake Dimond (Queanbeyan PCYC), Kree Gibbs, Kaden Langi (Queanbeyan-Palerang Regional Council) and Senior Health Promotion Officer Skyan Fernando at Queanbeyan's Aboriginal Go4Fun program.

“ Many women attended for the first time or after long gaps, and feedback highlighted the positive impact on their willingness to continue regular check-ups.”



Michelle Davis, Veronica Scriven, Jane Holmes, Iona March, Raylene Merritt and Heather Hillam accept the Excellence in Aboriginal Healthcare Award at the Excellence Awards.

### Partnerships that matter

Southern’s positive partnerships with Aboriginal people, organisations and communities is evident in the District continuing to have the highest Aboriginal vaccination rates for both COVID and childhood immunisation programs. This year, SNSWLHD’s Population Health team partnered with Queanbeyan-Palerang Regional Council and PCYC NSW to bring Aboriginal Go4Fun to the region for the first time.

### Trusted locals encourage screening

This award-winning project addresses the low breast screening participation rate of Aboriginal women, compared to non-Aboriginal

women, in Goulburn, Queanbeyan, and Moruya.

The Trusted Locals Encourage Screening team implemented strategies such as personal invitations from respected Aboriginal women in the community, culturally safe breast-screening and bra-fitting days, with support from local Aboriginal health workers.

The collaboration resulted in a significant increase in breast screening participation among Aboriginal women, with Southern now having the highest participation rate in the state.

Many women attended for the first time or after long gaps, and feedback highlighted the positive impact on their willingness to continue regular check-ups.

### What’s been achieved this year:

- Closing the Gap is being embedded as a priority focus for every Southern Directorate and team.
- 100% of Aboriginal children in Southern aged five fully vaccinated as of March 2023.
- Achieved the highest breast screening participation rate among Aboriginal women in the state.
- Yarning Sessions held across the District to inform development of Southern’s Reconciliation Action Plan.
- More than 75 leaders attended the first Closing the Gap workshop on 13 March in Batemans Bay.
- Creation of culturally welcoming and safe spaces with artwork by local Aboriginal artists.
- Refreshed Respecting the Difference: Be the Difference staff training completed by 689 staff this year.

## Partnerships, performance, and planning



*Dr Hamish Rae, Dr Arnab Banerjee and Dr Wisham Ihsheish at Goulburn Base Hospital.*

# Improving access to clinical trials

**Patients in regional, rural and remote areas of southern NSW will benefit from a major expansion of clinical trials, increasing access to cutting-edge treatment and research for people living in the Illawarra Shoalhaven, Murrumbidgee and Southern NSW Local Health Districts.**

Funded by the Australian Government's Medical Research Future Fund, the three LHDs, supported by ACT Health and Canberra Health Services, will establish Clinical Trial Support Units to deliver outreach services as part of the Rural, Regional and Remote Clinical Trial Enabling Program.

The program will enable increased access to innovative treatments for people across southern NSW, helping improve health outcomes for patients and contributing to the ongoing development of evidence-based care.

This funding will allow rural, regional and remote patients to receive the latest therapies closer to home and reduce the need to travel long distances for treatment.

NSW Health's Office for Health and Medical Research is managing this state-wide project. The Australian Government's Medical Research Future Fund has invested \$30.6 million over five years in the Rural Regional and Remote Clinical Trial Enabling Infrastructure Fund. The program aims to improve access to innovative healthcare in rural, regional and remote NSW and ACT - supporting LHDs, Canberra Health Services and many other partners.

The first Southern clinical trial is expected to launch in late 2023.

# A more modern Cooma Hospital

The Cooma Hospital Redevelopment reached significant milestones this year, with the official openings of the expanded Emergency Department in July 2022, and the new Maternity Unit in March 2023.

In a fitting tribute to the late Dr Andrew Egan, who delivered thousands of babies in Cooma Hospital over his career, one of the new rooms was named the Dr Andrew Egan Birthing Complex.

In February 2023, the first sod was also turned on the new worker accommodation at Cooma Hospital which will be made up of 12 new purpose-built accommodation units to be built next to the hospital.

Work to deliver a refurbished new ambulatory care centre including refurbishment of the pathology service and an expansion of the medical imaging department is also underway and expected to be completed later this year.

Expressions of interest were also called for artists with connection to the local area to create artworks to be featured in the Cooma Hospital Redevelopment, celebrating the region's diverse creative community.

*Midwife Chloe Dean, Anne Egan, Minister for Regional Health Bronnie Taylor and Member for Monaro Nichole Overall cut the ribbon to officially open the new Cooma maternity department.*



# Celebrating our high performers

Southern NSW Local Health District hosted its annual Excellence Awards in Batemans Bay in July 2023, bringing together our staff to share and celebrate the achievements of staff members and teams who are working to deliver outcomes that matter to patients.



Joint Care and Kindness Award winners Nurse Unit Manager Donna Saddler and Clinical Nurse Educator Sam Mundi

At the Awards, the keynote speech was delivered by Cardiologist Dr Arnagretta Hunter on her research into 'narrative medicine' and how communication and storytelling skills can lead to better outcomes for patients.

A highlight of the event was the unveiling of the inaugural Dr Allan Hawke AC Outstanding Leadership Award, honouring the legacy of Southern's late Board Chair. Manager, Patient Flow, Waitlist, and Whole of Health Program, Matthew Stephenson, was named the first recipient of this special award.

Other individual award winners include Jenni Hudson (Board Chair Award), Donna Saddler and Sam Mundi (Care and Kindness Awards), Dr Nathan Oates (Collaborative Staff Member of the Year), Meredith Fleming (Patient Safety Award), Nicole Jorgensen (Emerging Leader Award), Rochelle Woolf and Rebekah O'Reilly (Elevate Award) and Emma Woolley (Closing the Gap Award).

The breadth of award recipients demonstrate Southern's commitment to providing high-quality care across the life

spectrum, with the Antenatal Care Research Collaboration (Health Research and Digital Innovation) and Rural Kids GPS – Paediatric Care Coordination (Transforming Patient Experience Award) acknowledged for their contribution to children's health and wellbeing; while the Transitional Aged Care Program (Delivering Integrated Care Award); Golden Angels Spreading Their Wings (ACI Award for Rural Innovation) and Eurobodalla Palliative Care Volunteers (Volunteer of the Year) demonstrated Southern's commitment to quality care for our ageing population.



## Partnerships, performance, and planning



Manager Aboriginal Workforce & Development Shirlena Gallagher was acknowledged for her work on the Respecting the Difference, Be the Difference staff training.



Health Promotion Coordinators Pramesh Ghimire and Jennifer Mozina, and Health Promotion Officer Chelsea Maxwell received the Keeping People Healthy Award from Board Member Jennie Gordon.



Dental Assistant Tamara Williams, Oral Health Therapist Cassandra Lindquist and Manager Oral Health Clinical Network Angela Rankin won the Patient Safety First Award.



Manager, Patient Flow, Waitlist, and Whole of Health Program, Matthew Stephenson won the inaugural Dr Allan Hawke AC Outstanding Leadership Award

### Other award winners included:

- Safe Care Project (Chief Executive's Award)
- Dental Unit Waterlines Project – Reducing Biofilm (Patient Safety First)
- South East Regional Hospital (SERH) Mental Health Inpatient Unit (Excellence in the Provision of Mental Health Services)
- Respecting the Difference, Be the Difference (People and Culture Award)
- Multicultural Healthy Eating Program (Keeping People Healthy Award)
- Trusted Locals Encourage Screening (Excellence in Aboriginal Healthcare Award)
- Queanbeyan Hotel Services Food Waste Project (Environmental Sustainability Award)

Coordinated by Niccola Follett, Manager Quality Improvement, and Benjamin Hodgson, Communications Officer, the annual awards continue to grow and support Southern's Strategy 2026 goal to be a recognised leader in rural health care.

Selected award winners are considered for further recognition as part of the 2023 NSW Health awards.

# Southern's stars



## Elise Coppins Southern Nurse of the Year

Elise Coppins commenced her career with Southern back in 2012 as a Registered Nurse in Braidwood. Since then, she has worked across numerous wards in Goulburn and Queanbeyan hospitals, and as a child and family nurse in the community.

Last year she took on a new challenge as Southern's Blood Management Clinical Nurse Consultant, a newly created role where she has used her clinical skills and leadership and collaborative strengths to great success.

Elise diligently promotes a culture of continuous improvement and best practice across the District and is actively driving evidenced solutions to improve clinical processes, whilst always prioritising patient experience. She brings her passionate "can do" attitude to all she attempts, striving to always apply a holistic and inclusive lens to every situation.

## Hannah Bird Southern Midwife of the Year

Hannah Bird embodies Southern's midwifery philosophy in everything she does. Her professionalism, passion and enthusiasm for midwifery care is apparent to all she works with, especially the women and families she has supported.

Hannah's kindness and compassion is acknowledged by all that cross her path. As part of her role, she is leading many working groups across the District, from smoking in pregnancy cessation to maternity documentation.

Hannah has been with Southern for over a decade, leaving a positive impact in all roles she has worked. Importantly, her efforts support Southern's ability to provide a safer and more empowering birth experience for women in our care.

## Jenny Flaherty Finalist – NSW Midwife of the Year

Queanbeyan midwife, Jenny Flaherty, was among 30 finalists nominated for the 10th annual NSW Health Excellence in Nursing and Midwifery Awards in August 2022, for her work as Midwifery Unit Manager (MUM) of the Maternity Ward at Queanbeyan Hospital.

Jenny was nominated in the Midwife of the Year category, one of eight categories which recognise nurses and midwives who have made a difference in clinical practice, management and leadership.

Jenny has worked as a midwife with Southern for 33 years, and her commitment to improving practice in Queanbeyan and other maternity services across the district has earned her the respect of both colleagues and the women and families in her care.

## Partnerships, performance, and planning



### Brad Rossiter Finalist – NSW Volunteer of the Year

Brad, as Chair of the Eurobodalla Community Representative Committee (CRC), has played a key role in bringing together health experts and local community providers. Under his leadership, the CRC has organized informative sessions for the community, promoting collaboration and knowledge sharing.

Brad's professionalism and respect for committee members, staff, managers, and service users have earned him great respect. Through his advocacy for healthcare improvements, he has strengthened the relationship between the Eurobodalla Health Service and the community.

Beyond his local contributions, Brad's dedication extends to committees such as the Agency for Clinical Innovation (ACI) and Clinical Excellence Commission (CEC) joint consumer representative committee, the State Blood Committee, and the Rural Health Network Executive Committee. In these roles, he has facilitated consultation and collaboration, promoting the exchange of valuable resources, information, and surveys across the district. Brad's selfless efforts have had a positive impact on the healthcare sector both within and beyond the Eurobodalla.

### Deborah Mitchell Finalist – NSW Allied Health Assistant, Technician or Support Person of the Year

South East Regional Hospital Allied Health Assistant Debbie Mitchell was a finalist in the 2023 NSW Health Excellence in Allied Health Awards, in the category of Allied Health Assistant, Technician or Support Person of the Year.

Debbie joined Southern in 2018 as a trainee in the physiotherapy team, and completed the Certificate IV in Allied Health Assistance through online studies with TAFE and graduated in 2020.

Since then, she's been working as part of the multidisciplinary allied health team in the sub-acute rehabilitation unit (SARU) and is a hard working, highly competent, well organised, self-directed and an essential team member.

### Nicola Barnes NSW Government Award

Member for Goulburn, Wendy Tuckerman presented Yass Hospital's Nicola Barnes with the NSW Government Award for Recognition of contribution to community service.

Nicola went above and beyond the call of duty during NSW's vaccination effort. Previously retired, Ms Barnes returned to work to assist in delivery of healthcare.

Nicola also was the Health Liaison Officer during the 19/20 bushfires in Palerang where she was deployed to the Emergency Operations Centre, coordinating the incident and emergency health response and recovery.



# Growing great leaders

Southern has made significant strides in empowering leaders and emerging leaders to reach their full potential this year.

*Elevate Lead Rowena Mitchell and  
Nurse Manager Practice Development  
Lauren Rodger*



A range of leadership development courses were offered throughout the year through Southern's Elevate program. From foundational leadership skills via the Elevate Leadership Program to advanced strategic thinking via the Advanced Leadership Program, our leaders have had access to a comprehensive curriculum and interactive workshops designed to enhance their collaboration, communication and management skills.

Coaching played a pivotal role in Southern's leadership development journey this year. Elevate provided one-on-one coaching sessions to give leaders personalised guidance and feedback. These sessions provided a safe and confidential space for leaders to explore their strengths, identify areas for improvement, and set clear goals for their professional growth. The coaching sessions were highly praised by our leaders, as they felt supported and empowered to take on new challenges.

“Coaching played a pivotal role in Southern's leadership development journey this year. Elevate provided one-on-one coaching sessions to give leaders personalised guidance and feedback.”

## Leadership program highlights:

- Elevate Leadership Program: 2022-23 cohort 60 participants
- Elevate Advanced Leadership Program: 2022-23 12 participants
- Coaching Face to Face Rounding (over 3 days): 11 roundings (6 Inland Network, 5 Coastal Network)
- Studer Conference 2022-23: 24 attendees from SNSWLHD 1 keynote speaker, 2 presenters
- Team workshops (4-8 hours): 7 workshops

*Aboriginal Mental Health Clinician Nicole Jorgensen was presented with the Emerging Leader Award at the 2023 Excellence Awards by Board Member Narelle Davis.*



# Final works for the Goulburn Hospital Redevelopment

With the Clinical Services Building completed in November 2021, Goulburn's redevelopment hit the home stretch this year as the focus shifted to the of the final works, including refurbishment of areas within the old hospital, as well as transferring existing services into new spaces within the redevelopment.

The Goulburn Base Hospital main entry, carpark and new heritage exhibition space were officially opened with a big celebration on in December 2022. Member for Goulburn, Wendy Tuckerman and Minister for Regional Health, Bronnie Taylor were on hand to support Mrs Pamela Maple-Brown to officially open Springfield Place, the new heritage exhibition space linking the old hospital with the clinical service building.

Springfield Place is named in honour of 95-year old Mrs Maple-Brown's family (the Faithfull family) who are longstanding donors to the hospital and who named the original (now demolished) Springfield House building.

The opening event was also a chance to celebrate the wonderful artwork throughout the hospital including works created by local Aboriginal students and artists, restored tapestries and bright installations of local flora around lifts and staff stations.

The launch of Goulburn's MRI service was also a highlight this year, with the first inpatient MRI scans taking place at Goulburn Hospital in late May 2023, with outpatients soon after. The launch of the MRI service brought critical diagnostic imaging services closer to home for Goulburn residents, reducing the need for travel to Canberra or Sydney.

In mid-2023, a new artwork celebrating the rich Aboriginal culture of the Goulburn-Mulwaree region by Monica Bridges was installed in the Clinical Services Building foyer, completing the Arts and Heritage Integration Strategy for the Redevelopment. The strategy included two major stairway commissions, the Springfield Place historical exhibition, a community photography competition and refurbishment of existing art and heritage collection items throughout clinical areas of the new service.



## Partnerships, performance, and planning

*Member for Goulburn Hon. Wendy Tuckerman MP, Margaret O'Neill, Pamela Maple-Brown and Minister for Regional Health Hon. Bronnie Taylor MLC officially opened Springfield Place*



*Goulburn's MRI scanner began operation in May.*



## Partnerships, performance, and planning



*Nurse Unit Manager Katherine Fisher and Registered Nurse Rachel Elliott cut the ribbon on the newly-expanded Moruya Hospital Emergency Department.*

# A purpose-built facility for the Eurobodalla

The journey to a sustainable, modern and purpose-built hospital to support the needs of the entire Eurobodalla community from Narooma to Batemans Bay took several steps forward this year.

Early works have commenced at the Eurobodalla Regional Hospital site, the project's State Significant Development Application has been submitted, and contractor Multiplex has been appointed to finalise the design and planning.

In September 2022, a ceremonial land cleansing was held on the site, as part of an ancient Aboriginal tradition used to regenerate Country and prepare the land as a safe and welcoming place. Led by Aboriginal Elders and knowledge holders on Yuin Country, the event included a traditional smoking ceremony and cultural burn and was the first to be carried out on a NSW hospital project site.



## Partnerships, performance, and planning

The new hospital's design is being guided by local Aboriginal knowledge to build connections with Country including the use of Dhurga language to support wayfinding around the hospital campus and the inclusion of a Meeting Place. Around 600 artefacts and items have been unearthed during archaeological works on the site, showing how Aboriginal people lived and worked on this land thousands of years ago.

The new Eurobodalla Regional Hospital will include: an emergency department, an eight-bed Intensive Care Unit (ICU) /Close Observation Unit (COU), increased capacity for chemotherapy treatments, surgical and operating theatres, expanded medical imaging, including MRI and additional X-ray; ambulatory care for community outpatient services, paediatric

and maternity services -including inpatient beds; flexible mental health beds associated with the medical inpatient unit and enhanced education and training facilities.

The expansion of Moruya Hospital's Emergency Department was also opened in January 2023, doubling the number of treatment spaces available, and helping support the delivery of contemporary models of emergency care in preparation for the future transfer of emergency services to the new Eurobodalla Regional Hospital.

A \$20 million Batemans Bay community health facility was also announced this year, complementing the new hospital.

“ Around 600 artefacts and items have been unearthed during archaeological works on the site, showing how Aboriginal people lived and worked on this land thousands of years ago.”

*Archaeologist Ashleigh Keevers-Eastman shared information on artefacts unearthed at the site with the community.*



# Building our workforce

Recruiting skilled health care workers continues to be a challenge for health services across Australia and the world. While there is no quick fix, Southern is implementing several strategies to attract skilled staff to the area, and to retain and support our existing staff.

Regional and rural healthcare is attractive for many reasons, and Southern is unique amongst the other regional Local Health Districts. Living in Southern, we are only ever a short drive away from the beach in summer and the snow in winter. Our region is also close enough to enjoy the amenities of the big cities like Canberra and Sydney, while still enjoying the quiet, regional lifestyle.

121 graduate nurses and midwives were successfully recruited this year, a significant increase from 2021-22. 86% of these graduate nurses and midwives have been retained and continue working at our sites. 80+ skilled nurses have accepted positions from the UK and Ireland. Visa applications have been submitted and the first nurses are anticipated to be on the ground by October 2023.

The nursing workforce isn't the only focus area. There is work underway to attract doctors, midwives, allied health professionals, mental health clinicians, and several other critical groups.

Southern is now also in the top-ten state-wide for recruitment and onboarding turnaround timeframes. This means that when people apply, they can expect rapid and consistent communication and we lose fewer potential candidates to other offers.

*Graduate Registered Nurse Megan Cudaj at Goulburn Community Health.*



“ The nursing workforce isn’t the only focus area. There is work underway to attract doctors, midwives, allied health professionals, mental health clinicians, and several other critical groups.”

## What was achieved this year?

- “Come to Southern” online recruitment campaign.
- Overseas recruitment campaign in the UK and Ireland.
- Cash incentives for hard-to fill positions
- Faster, simpler onboarding process for new starters.
- Partnership with the ANU to train and grow our own.
- Leadership development for managers to improve culture.
- Onboarding concierge service for new starters.
- Welcome Experience partnership with Department of Regional NSW.

*Allied Health Assistant Libby Johansson and Physiotherapist Antony Dhu at Cooma Hospital.*



# LEADERSHIP

*Midwifery Unit Manager  
Emma Mann at Queanbeyan  
Hospital.*

# Our Medical Leads

Medical Leads in Southern NSW Local Health District play an integral role in advising and supporting clinicians and staff in their respective fields of medicine, as well as advocating for improving services across the Local Health District.

Medical Leads are experts in their field of medicine. Their expertise best places them to lead solutions and innovations to help communities in the health district have access to equitable and high-quality health care.



## Dr Liz Mullins

### Chair

As the Medical Lead Chair, Dr Liz Mullins coordinates and engages with each of the District Medical Leads to articulate their plans and help them put those plans into action.

Dr Mullins has worked as a specialist doctor in the field of medical administration and clinical governance for a long time, previously working across different states and territories as a consultant before relocating to the District. Dr Mullins sees the shift from a traditional health district that focuses on specific sites and individual hospitals to quality of care based on the specialty as an opportunity to unleash the potential of the District.



## Dr Pavan Bhandari

### Mental Health

Dr Pavan Bhandari has worked as Southern's Clinical Director for Mental Health for over fourteen years. In that time, he has reviewed safety and quality systems in mental health services and helped to identify areas of improvement. When he isn't at work, Dr Bhandari loves to travel and enjoys good food and wine.

As District Medical Lead for Mental Health, Dr Bhandari's focus on the provision of high-quality clinical advice and oversight of mental health services has been given renewed focus. For him, the role is about continually reviewing data and ensuring Southern is committed to clinical excellence and safe processes.

“As District Medical Lead for Mental Health, Dr Bhandari's focus on the provision of high-quality clinical advice and oversight of mental health services has been given renewed focus.”

## Leadership



### A/Prof AJ Collins

#### Surgery

Associate Professor AJ Collins is a consultant endocrine and breast surgeon with expertise in thyroid and parathyroid surgery, and District Medical Lead for Surgical Services. He is the Director of Surgery at South East Regional Hospital, while also running a busy surgical practice in Canberra.

Originally from Tathra, A/Prof Collins, completed his undergraduate medical degree at Sydney University in 1989. He undertook his surgical training and residency, as well as post fellowship training in breast, thyroid, and endocrine surgery at Westmead Hospital. He has worked as a consultant surgeon in both public and private practice since 2001.



### Dr Philip Crispin

#### Cancer Services

Dr Philip Crispin is the District Medical Lead of Cancer Services in Southern.

In March 2022, Dr Crispin took on the District Medical Lead role to be part of the solution in setting the direction of cancer services at Southern. His aim is to ensure that people who require cancer therapy can do efficiently and effectively as close to home as possible, when safe to do so.

His other roles include Senior Staff Specialist in Clinical and Laboratory Haematology at Canberra Hospital, as well as Clinical Associate Professor at the Australian National University Medical School.



### Dr Tony Gill

#### Alcohol and Other Drugs

Formerly the Chief Addiction Medicine Specialist, Dr Tony Gill became the District Medical Lead for Alcohol and Other Drugs in 2022.

Dr Gill has helped with the establishment of addiction medicine clinics across the District.

His goal is to develop a sustainable future for alcohol and other drugs services that will really make a difference in the communities across the District.



### Dr Greg Hollis

#### Emergency Medicine

Southern's District Medical Lead for Emergency Medicine, Dr Greg Hollis, has seen the District from a unique perspective – from a helicopter, as part of his role as a Specialist with the Capital Region Retrieval Service. Dr Hollis has extensive experience in aeromedical and road retrieval, as part of a specialist pre-hospital team retrieving patients and transfers for critically ill or injured patients from our facilities.

An experienced emergency medicine specialist and former Director of Emergency Medicine at Canberra Hospital, Dr Hollis looks forward to bringing this experience to the District to improve outcomes for patients in need of urgent, specialised care. In his role, Dr Hollis is responsible for advice on strategic direction, quality, service development and patient care in our Emergency Departments.



### Dr Imogen Mitchell

#### Intensive Care

Dr Imogen Mitchell is the District Medical Lead of Intensive Care at Southern.

Dr Mitchell has strategic oversight of intensive care in the District to strengthen delivery of intensive care services across the District.

Dr Mitchell is a Senior Staff Specialist in Intensive Care at the Canberra Hospital and the Executive Director of Research and Academic Partnerships at Canberra Health Services. She was previously the Dean of Medicine at the Australian National University. Her work was recognised in the 2022 Queen's Birthday Honours list when she received an Order of Australia for her significant service to intensive care medicine, and to tertiary education.



### Dr Roberto Orefice

#### Obstetrics

Dr Roberto Orefice is an experienced obstetrician and Maternal Fetal medicine Specialist. Roberto completed his undergraduate degree in Physiotherapy at the University of Sydney and went on to complete his medical degree at the Australian National University in 2011. Roberto completed his FRANZCOG training including subspecialty training in Maternal Fetal Medicine in Canberra and Perth

Roberto works at the Fetal Medicine Unit at the Centenary Hospital for Women and Children. Roberto has a special interest in pre term birth prevention, preeclampsia and medical welfare. He is a lecturer at The Australian National University and is involved in training and supervising junior doctors.



## Dr Susie Piper

### Paediatrics

Dr Susie Piper started as the District Medical Lead for Paediatrics in 2022 having been the Director of Paediatrics and Child Health at the Illawarra Shoalhaven Local Health District from 2012 to 2022. She graduated from UNSW in 1990 and trained as a paediatrician at the Sydney Children's Hospital and the Children's Hospital at Westmead over the next ten years, including a six month stint in Tanzania during the Rwandan refugee crisis.

Dr Piper provides strategic leadership to District's two paediatric inpatient units at Goulburn and South East Regional Hospitals, with a focus on growing outreach services to enable families to access care closer to home.



## Dr Mark Pulletz

### Anaesthesia

Consultant Anaesthetist Dr Mark Pulletz came to the District in 2015, to assist with the transition to Bega's then-new South East Regional Hospital and assist with the development of the critical care unit. Within the District, Dr Pulletz has worked to improve the systems and processes of both the theatre and critical care areas and sees the District Medical Lead for Anaesthetics role as a natural extension of this role.

As District Medical Lead for Anaesthetics, Dr Pulletz provides advice and support to anaesthetic colleagues across the District, in addition to working to strengthen patient safety and clinical governance throughout the District.



## Dr Anthony Whelan

### Medicine

Dr Anthony Whelan is a consultant physician at Goulburn Base Hospital, working in the hospital in General Internal Medicine with an interest in respiratory medicine and cardiology, and a sub-specialty qualification in respiratory medicine. He has served the Goulburn community since 1987 and is a fellow of the Royal Australasian College of Physicians. Dr Whelan holds a qualification in post-graduate education and supports training and development through the Australian National University Rural Clinical School.

As District Medical Lead for Medicine, Dr Whelan provides leadership across the services that provide inpatient care under specialist physicians at South East Regional and Goulburn Hospitals.



## Dr Anthony Stevenson

### General Practice

For the last seventeen years Dr Anthony Stevenson has been a GP at Queanbeyan Hospital. Before that he trained in far north Queensland in remote area Aboriginal and Torres Strait Islander health and anaesthesia. Now the District Medical Lead for General Practice, he is utilising networks across the District to promote Rural Generalist practice and encourage GPs to live, train and work in the region.

Dr Stevenson said he has taken on this new role because general practice is a core part of service delivery in a rural and regional local health district.

Dr Stevenson is focused on fostering networks of specialist GPs and consultant doctors, collaborating with nursing, allied health and District leaders.



## A/Prof Girish Talaulikar

### Renal Services

A/Prof Girish Talaulikar is a renal specialist and is the District Medical Lead for Renal Services. He is also the Clinical Lead of the ACT/SNSWLHD Renal Network and Director of Renal Services at ACT Health.

He was key in developing the ACT/SNSWLHD Renal Network in 2013, which provides high quality, bulk billing tertiary care to communities in the geographical area. A/Prof Talaulikar is proud that most patients who require renal care in Southern can get renal care within the District due to the Network.

In his District Medical Lead role, A/Prof Talaulikar provides advice to the Local Health District Medical Lead Chair to improve renal models of care and service design across the district.



**In his District Medical Lead role, A/Prof Talaulikar provides advice to the Local Health District Medical Lead Chair to improve renal models of care and service design across the district."**





# Our Executive Team



## Margaret Bennett

### Chief Executive

Margaret Bennett joined Southern in March 2020. Margaret had previously held the position of Chief Executive Officer of Northeast Health Wangaratta in Victoria for nine years. Margaret's clinical background includes senior executive appointments in health and hospital services in NSW, Victoria and Western Australia. She has a proven track record as an experienced, capable, highly visible and successful health leader.



## Fiona Renshaw

### Executive Director Operations

Fiona Renshaw joined Southern in January 2022. Fiona brings Executive experience in Operations, Integrated Care and Allied Health due to her previous Executive roles with Murrumbidgee Local Health District. Fiona brings extensive experience in the health care setting across both the strategic and operational planning of services with over 18 years' experience working in the health system.



## Dr Liz Mullins

### Executive Director Medical Services

Liz is a medical and sciences graduate of the University of Melbourne with thirty years' experience in clinical and management aspects of health care. Liz has worked in the UK's NHS and US healthcare sector, with most Australian state governments, in New Zealand and with most private hospital groups and a wide range of medical colleges. From March 2010 until 2019, Liz and colleagues established Mullins Health Consulting (MHC). This group has a highly regarded reputation for work in both the public and private healthcare sector to reduce clinical risk and improve safety by better engagement with clinicians, managers and the system.



## Sarah Galton

### General Manager, Corporate Services and Projects

Sarah is responsible for leading Southern's corporate services functions and projects including service planning; patient flow, waitlist and whole of health programs; health information management; and safety and security. Sarah has over 15 years experiencing working in health, predominantly in the Northern Territory in a range of areas including service development, commissioning, strategic and business planning, clinical service planning, projects and policy.



## Damien Eggleton

### District Director Mental Health, Alcohol and Other Drugs

#### Acting District Director People and Culture (from Jan 2023)

Damien is a Registered Nurse and has worked in mental health services for 20 years, in both rural and metropolitan areas. He has worked in general mental health and forensic settings, in disability services and for NSW Police. Damien has a Master of Public Administration and is a graduate of the Australian Institute of Company Directors. Damien's strengths are in strategy, governance and efficiency. He has interests in safety and quality systems, and the use of technology in healthcare.



## Virginia Boyd

### District Director People and Wellbeing (to Dec 2022)

Virginia was the Executive Director, People and Culture at Albury Wodonga Health, a position she has held since 2016. In this role, Virginia transformed a traditional Human Resources department into a contemporary People and Culture directorate with five individual departments. She also established an employee wellbeing program and is the executive lead of the Albury Wodonga Health Culture 2025 project which is aimed at recasting employee culture.

## Leadership



Alison has extensive experience in leading public and private health organisations in regional and metropolitan environments in acute care, mental health, community health, and aged care services ”



### Alison Broadbent

District Director  
Clinical Governance

Alison Broadbent joined Southern in February 2022. Alison has extensive experience in leading public and private health organisations in regional and metropolitan environments in acute care, mental health, community health, and aged care services.

Alison has a Bachelor of Nursing and Master of Nursing from University of Southern Queensland and is currently in the early stages of undertaking her PhD in Nursing and Midwifery Leadership. She has a particular interest in providing a high level of quality care in a safe manner which is tailored to the needs of each individual.



### Lou Fox

District Director Integrated Care  
and Allied Health

Lou has a deep understanding of the broader healthcare needs of the community having worked in senior clinical and managerial roles for the past 16 years at Southern. Her role focuses on the provision of integrated, seamless, effective and efficient care that responds to all of a person's health needs across physical, mental and social health in partnership with the individual, their carers and family.



### Sarah Wallace

District Director Finance  
and Performance

Sarah Wallace is an experienced financial director, with deep knowledge of finance and accounting in government settings. Sarah joined Southern in 2021 as Deputy Director Finance and Analytics, before being appointed as District Director Finance and Performance in 2022. Prior to joining Southern, Sarah was the Manager Financial Reporting at Murrumbidgee Local Health District. Sarah has a Bachelor of Business and Accounting and graduated from CPA Australia in 2004 as a Certified Practising Accountant (CPA).



### Jacinta Ducat

Chief Information  
Officer

Jacinta (Jac) leads information communications technology (ICT)/ digital health across Southern NSW and Murrumbidgee LHD, incorporating 90 sites with a strong customer service focus. Jac is responsible for defining the digital health strategy and delivering an uplift in the digital health capability of both LHDs to meet our current and future needs, incorporating local initiatives as well as eHealth initiatives. Jac is also responsible for the local digital health operations and is the conduit to eHealth.



### Brian Bonham

General Manager Inland  
Network

Brian is a Registered Nurse and has worked for NSW Health for past 27 years, primarily in Emergency Departments. Brian progressed through the Nurse Management structure, from being the Nurse Unit Manager of EDs into Nurse Manager of Patient Flow at Westmead Hospital. He has also worked as DDON (Deputy Director of Nursing) or DONM (Director of Nursing / Midwifery) for five separate hospitals in Western Sydney: Blue Mountains, Auburn, Westmead, Royal North Shore and Ryde Hospital.



## Brad Scotcher

General Manager  
Coastal Network

Brad is a Registered Nurse who has worked for NSW Health for the past 27 years. Brad's extensive experience in nursing management includes his most recent role as Director of Nursing & Midwifery Services for the Shoalhaven Hospital Group in Illawarra Shoalhaven LHD.



## Jen Spain

Manager Governance,  
Risk and Audit

A risk and governance specialist with over 20 years' experience, Jen is experienced in all aspects of organisational governance, risk management and assurance. Jen holds the roles of Chief Risk Officer (CRO) and Chief Audit Executive (CAE) for the shared Governance, Risk and Audit service across both the Southern NSW and Murrumbidgee LHDs.



## Vanessa Barratt

Manager Media and  
Communications

Vanessa leads the media and communications strategy and operations across Southern. Her portfolio encompasses community engagement and volunteers. Vanessa has more than 15 years of experience in high profile communication roles in the health, science and environment sectors in Australia, New Zealand, China and the UK. Vanessa is passionate about the 'science of clear communication' and its importance in helping people make informed decisions.



## Nicola Yates

Director of Project Management  
and Service Commissioning

Nicola has thirty years' experience in health, local government and multi-agency partnership work gained in the UK and Australia. With a background in joint commissioning, health planning and operational health management, Nicola has a strong focus on improvement and is responsible for the District wide strategic leadership and frameworks for service development and commissioning, project management and inter-agency collaboration and partnerships.



## Kavitha Gunaseelan

Director Operational  
Performance

Kavitha Gunaseelan is an experienced public servant who has held various policy, project, and performance roles as part of national and state health reform programs. She has extensive experience in monitoring and reporting on the performance of healthcare systems to drive improvements in health, patient care and productivity as well as the development, implementation and evaluation of system performance frameworks.

Prior to joining Southern in August 2022 as Director Operational Performance, Kavitha was the Lead Performance Reporting (Patient Experience) at NSW Health's Bureau of Health Information.



She has extensive experience in monitoring and reporting on the performance of healthcare systems to drive improvements in health, patient care and productivity.”

# Our Board



## Elizabeth Hoskins Chair

Beth Hoskins joined Southern's Board in 2017. She is a member of its Performance Committee and a board representative on the Goulburn Community Consultation Committee. An associate director with Boyce Chartered Accountants, she has had a long-term involvement in the not-for-profit sector through her honorary roles that focus on governance, strategy and implementing financial control systems. They include the Country Education Foundation of Australia, the Country Education Foundation of Goulburn & District, Country Universities Centre, and Beyond the Orphanage.



## Terry Clout Deputy Chair

Terry was appointed to Southern's Board in January 2022. Terry was awarded the Public Service Medal for Outstanding Public Service to NSW Health in the 2021 Australian Day Honours list. He is an experienced Board Chair/Director in the Public, Private and Not-for-Profit sectors. Terry established Terry Clout Corporate Consulting in 2015 after a 30-year career leading major NSW Public Organisations. For fifteen of those years he held CEO positions in Area Health Services/Local Health Districts. He is Chair of Mary MacKillop Place Board, Independent Chair NSW SES Audit and Risk Committee, and Chair of his local Parish Finance and Audit Committee.



## Leanne Barnes OAM PSM

Leanne was appointed to Southern's Board in January 2022. Leanne was the General Manager of Bega Valley Shire Council until July 2021 a position she held for the past eight years, leading the Council's work with community and the region in interagency prevention, planning, response and recovery. Leanne has worked in local government and state government agencies since 1978, including with the Canberra Regional Joint Organisation where she is currently supporting work on the development of a South East Resilience Blueprint.



## Dr Kenneth Crofts OAM PSM

Ken is a highly skilled senior manager in governance, finance, audit and risk in the public and for-purpose sectors. He has had extensive involvement in board and non-executive director positions. Ken has been a member of eight audit, risk or finance committees, chairing three. Specific industry experience includes an Australian Prudential Regulation Authority (APRA) regulated credit union, community housing, and public sector boards and committees. Ken is a member of the Southern NSW Local Health District Performance Committee, and Audit and Risk Committee.



## Narelle Davis

Narelle was appointed to the Board in January 2019. She is a board representative for the Bombala and Delegate Community Consultation Committees. Narelle worked for NSW Health for 35 years across a variety of Health Service Management roles in regional and rural NSW and is highly experienced in leading health facility redevelopments.



## Margaret Lyons

Margaret lives in Braidwood and joined the Board in January 2019. A lawyer by profession, she spent 20 years in the Northern Territory where she headed the Attorney General's Department. She was Head of Corporate and Government at Austrade, followed by ten years in the Commonwealth Department of Health, five as COO. Margaret has extensive experience and skills in strategic and corporate planning, audit, risk and financial management, compliance and governance. Margaret is currently Chair of the Braidwood MPS Community Committee.



## Geoff Kettle

Geoff was appointed to Southern's Board in 2015 and is its representative on the Goulburn Community Consultation Committee. A self-employed community and stakeholder engagement consultant, he is proactive in the local community. Geoff is a former mayor of Goulburn Mulwaree Council, a member of the Goulburn Chamber of Commerce, the International Police Association, and the Australian Institute of Company Directors. He is chair of the board of Endeavour Industries Goulburn.



## Dr Duncan MacKinnon

Dr Duncan MacKinnon was appointed to Southern's Board in January 2022. Duncan has been a GP in Bega for more than 20 years. He works at the Bega Valley Medical Practice and provides anaesthetic services at South East Regional Hospital in Bega. Duncan is the GP Liaison Officer for South East Regional Hospital. In 2020 Duncan was named NSW/ACT GP of the Year and subsequently awarded the RACGP Australian GP of the Year 2020.



## Jennie Gordon

Jennie has had extensive involvement in health administration as a leader and manager in multiple settings. Jennie's experience in the Aboriginal community sector, community services, aged care, correctional health, and the non-government sector provides broad experience. Jennie is a proud Ngunnawal woman raised in and around Goulburn, on Gundungurra/Ngunnawal Country.



## Dr Megan Keaney

Dr Keaney is a medical practitioner, formerly employed in a senior policy and program management role in the Commonwealth Department of Health. Dr Keaney has a sound understanding of the Australian health care system, policy, regulation, and funding with expertise in the operation of the Medicare Benefits Schedule (MBS) and related programs. Dr Keaney has an ongoing commitment to value-based health care and the policy, funding and health delivery settings that help deliver this. Dr Keaney's previous board experience includes time as chair of the National Breast and Ovarian Cancer Centre (now Cancer Australia).



## Dr Vennassa Wong

Dr Wong has a unique skillset, being of Aboriginal and Torres Strait Islander heritage and is one of only 500 Indigenous medical practitioners in Australia. Dr Wong works as a clinician providing health services in GP settings including Aboriginal Medical Services and in hospital settings as a GP Anaesthetist/Emergency Visiting Medical Officer and Forensic Sexual Assault Examiner. Her involvement in the Charles Sturt University School of Rural Medicine includes a responsibility for the oversight and delivery of Indigenous Health curriculum. Dr Wong's passion is rural medicine, with a focus on improving the quality, access, continuity, and context of medical care to her people, particularly women and children.



**Dr Wong's passion is rural medicine, with a focus on improving the quality, access, continuity, and context of medical care to her people, particularly women and children."**

# Our services

Southern NSW Local Health District employs more than 4,000 staff, making it one of the region's largest employers. Doctors, nurses and allied health professionals account for about 70 per cent of the workforce.

Southern operates 11 hospitals, three MultiPurpose Services (MPS) and a HealthOne facility across seven local government areas in south-east NSW.

The local government areas are:

- **Bega Valley**
- **Eurobodalla**
- **Goulburn Mulwaree**
- **Queanbeyan-Palerang**
- **Snowy Monaro**
- **Upper Lachlan**
- **Yass Valley**



## Our Hospitals

### Batemans Bay District Hospital

7 Pacific St, Batemans Bay NSW 2536  
Ph: (02) 4475 1500 Fax: (02) 4475 1678

### Cooma Health Service

2 Bent St, Cooma NSW 2630  
Ph: (02) 6455 3222 Fax: (02) 6455 3396

### Crookwell Health Service

15 Kialla Rd, Crookwell NSW 2583  
Ph: (02) 4837 5000 Fax: (02) 4837 5073

### Moruya District Hospital

2-10 River St, Moruya NSW 2537  
Ph: (02) 4474 2666 Fax: (02) 4474 1566

### Goulburn Base Hospital

130 Goldsmith St, Goulburn NSW 2580  
Ph: (02) 4827 3111 Fax: (02) 4827 3988

### Pambula District Hospital

Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8200 Fax: (02) 6495 8280

### Queanbeyan Health Service

Cnr Collett & Erin Sts, Queanbeyan NSW 2620  
Ph: (02) 6150 7000 Fax: (02) 6150 7226

### South East Regional Hospital

4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9999 Fax: (02) 6491 9686

### Yass Health Service

145 Meehan St, Yass NSW 2582  
Ph: (02) 6220 2000 Fax: (02) 6226 2944

### Chisholm Ross Centre

165a Clifford St, Goulburn NSW 2580  
Ph: (02) 4827 3003 Fax: (02) 4827 3020

### Kenmore Hospital

209 Taralga Rd, Goulburn NSW 2580  
Ph: (02) 4827 3303 Fax: (02) 4827 3446

## Multipurpose Services

### Bombala Multipurpose Service

126-128 Wellington St, Bombala NSW 2632  
Ph: (02) 6458 5777 Fax: (02) 6458 5767

### Braidwood Multipurpose Service

73 Monkittee St, Braidwood NSW 2622  
Ph: (02) 4842 9000 Fax: (02) 4842 9019

### Delegate Multipurpose Service

15 Craigie St, Delegate NSW 2633  
Ph: (02) 6459 8000 Fax: (02) 6458 8156

## HealthOne

### Jindabyne HealthOne

5 Thredbo Terrace, Jindabyne NSW 2627  
Ph: (02) 6457 1221 Fax: (02) 6457 1441

## Community Health, Mental Health, Alcohol & Other Drugs Services

### Community Health Central Intake

Ph: 1800 999 880  
Email: SNSWLHD-CommunityIntake@health.nsw.gov.au

### Alcohol & Other Drugs Intake

Ph: 1800 809 423

### Batemans Bay Community Health Centre

7 Pacific St, Batemans Bay NSW 2536  
Ph: (02) 4475 1620 Fax: (02) 4475 1680

### South East Regional Hospital Community Health Centre

4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9800 Fax: (02) 6491 9688

### Cooma Community Health Centre

Victoria St, Cooma NSW 2630  
Ph: (02) 6455 3201 Fax: (02) 6455 3360

### Cooma Community Mental Health

Victoria St, Cooma NSW 2630  
Ph: (02) 6455 3307 Fax: (02) 6455 3213

### Gadhu Family Health Centre

10 River St, Moruya NSW 2537  
Ph: (02) 4474 1988

### Eden Community Health Centre

Twofold Arcade, 146-150 Imlay St,  
Eden NSW 2551  
Ph: (02) 6496 1436 Fax: (02) 6496 1452

### Goulburn Community Health Centre

Cnr Goldsmith and Faithfull Sts,  
Goulburn NSW 2580  
Ph: (02) 4827 3913 Fax: (02) 4827 3128

### Karabar Community Health Service

12 Southbar Rd, Queanbeyan NSW 2620  
Ph: (02) 6150 7720 Fax: (02) 6299 7601

### Moruya Community Health Centre

2 River St, Moruya NSW 2537  
Ph: (02) 4474 1561 Fax: (02) 4474 1591

### Narooma Community Health Centre

Cnr Graham and Field Sts, Narooma NSW 2546  
Ph: (02) 4475 7200 Fax: (02) 4475 7225

### Pambula Community Mental Health Service

Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8315 Fax: (02) 6495 8322

### Yass Community Health Centre

145 Meehan St, Yass NSW 2582  
Ph: (02) 6220 2111 Fax: (02) 6226 2944

### Goulburn Community Mental Health Service and Alcohol & Other Drugs Service

130 Goldsmith St, Goulburn NSW 2580  
Ph: (02) 4827 3257 Fax: (02) 4827 3173

### Killard Centre

103 Crawford St, Queanbeyan NSW 2620  
Ph: (02) 6150 7820 Fax: (02) 6299 1426

### South East Regional Hospital Mental Health Service

4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9400 Fax: (02) 6491 9673

### Pambula Community Health

Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8350 Fax: (02) 6495 8353

## Other Services

### Aboriginal Maternal Infant Health Service (AMIHS)

Aboriginal Health Office  
Ph: 1800 249 645

### Southern Area Brain Injury Service

Bourke Street Health Service  
94 Bradley St, Goulburn NSW 2580  
Ph: (02) 4825 4911 Fax: (02) 4825 4921

### Queanbeyan Health Service Renal Unit

Queanbeyan Health Service campus  
26 Antill St, Queanbeyan NSW 2620  
Ph: (02) 6150 7320 Fax: (02) 6298 1045

### SNSWLHD Administration

Peppertree Lodge  
Queanbeyan Health Service campus,  
Cnr Collett and Erin Sts, Queanbeyan NSW 2620  
Ph: (02) 6150 7329 Fax: (02) 6150 7373



# Partnerships, performance, and planning

Southern NSW  
Local Health District  
Year in Review  
2022-2023

## SOUTHERN NSW LOCAL HEALTH DISTRICT

PO Box 1845 Queanbeyan NSW 2620  
SNSWLHD-YourFeedback@health.nsw.gov.au  
www.snswlhd.health.nsw.gov.au

 FACEBOOK  
@Southern NSW Local Health District

 LINKEDIN  
Southern NSW Local Health District

 YOUTUBE  
Southern NSW Local Health District



Southern NSW  
Local Health District