



**Health**  
Western Sydney  
Local Health District

# 2011 - Big Bang

**Danny O'Connor**, Chief Executive  
**Michael Datyner**, VMO & Medical Director,  
Acute Medicine Division,  
Blacktown and Mount Druitt hospitals

Western Sydney Local Health District

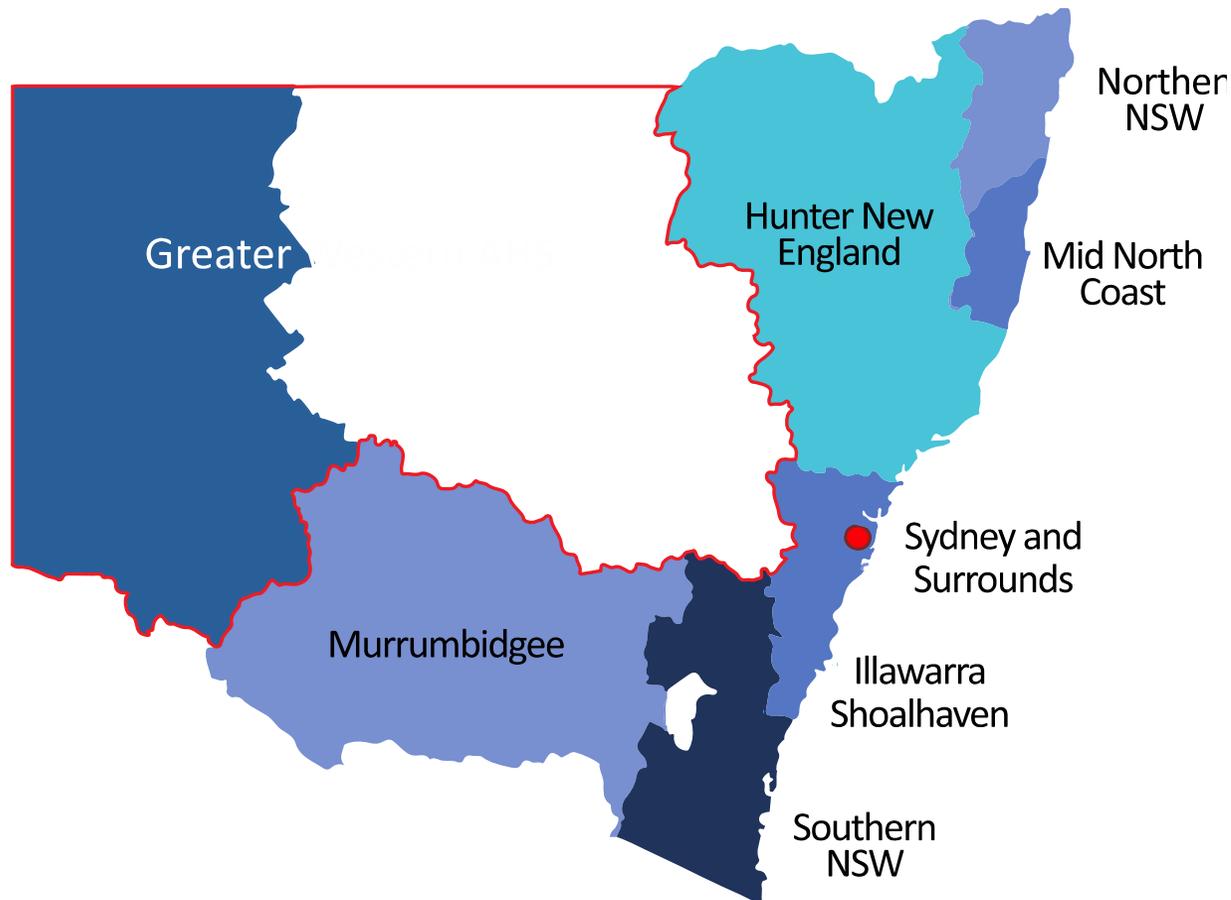
2 September 2016  
Clinical Senate, Perth, Western Australia



# Danny O'Connor, Chief Executive



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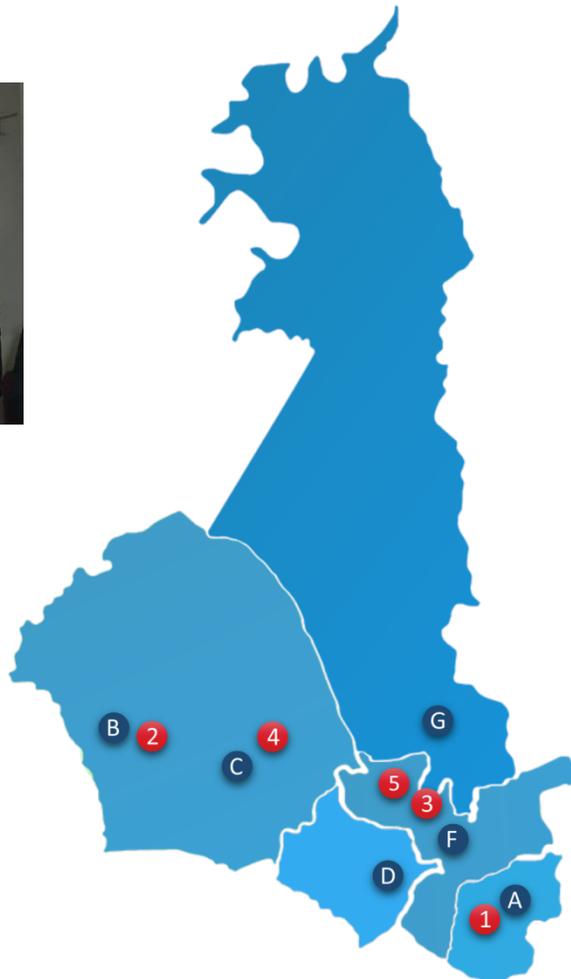


2011 – Present	<b>Chief Executive</b> WSLHD
2009 – 2010	<b>Chief Executive</b> Greater Western AHS
2004 – 2009	<b>General Manager</b> <b>Concord Hospital</b> South West AHS
2002 – 2004	<b>General Manager Sydney</b> <b>Dental Hospital</b> Central Sydney AHS
1994 - 2001	<b>Director Drug Health</b> Central Sydney AHS
1999 - 2000	<b>Acting Director Drug</b> <b>Programs</b> NSW Health Department
1989 – 1993	<b>Senior Policy Analyst</b> NSW Health Department
1987 – 1989	<b>Manager State</b> <b>Methadone Program</b> NSW Health Department
1986 - 1987	<b>Research Officer</b> NSW Health Department



# Dr Michael Datyner,

Medical Director, Acute Medicine Division, Blacktown and Mt. Druiitt hospitals



2016- present	<b>Medical Director</b> , Acute Medicine Division, Blacktown and Mt. Druiitt hospitals, Western Sydney LHD
2013-2016	<b>Senior Medical Advisor</b> , Executive Medical Services, WSLHD
2008 – present	<b>VMO</b> in Geriatric Medicine, Blacktown and Mt. Druiitt hospitals, Sydney West AHS and WSLHD
2005- 2012	<b>Network Director</b> , Aged and Chronic Care, Sydney West AHS and Western Sydney LHD
1999-2004	<b>Clinical Stream Leader and Clinical Stream Director</b> , Chronic and Continuing Medicine, Western Sydney AHS
1997-2008	<b>VMO</b> in General Medicine, Blacktown-Mt. Druiitt Health, Western Sydney AHS and Sydney West AHS
1982-1997	<b>Staff Physician and VMO</b> in General Medicine, Mt. Druiitt Hospital
1982	<b>Clinical Superintendent (Medicine)</b> , Westmead Hospital

# Western Sydney Local Health District



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## Overview

- 780 square kilometres
- Five Local Government Areas
- Five Hospitals
- Total of 120 health facilities
- Multicultural and fast growing population
- 11,100 staff



## Hospitals

- ➊ Auburn Hospital
- ➋ Mt Druitt Hospital
- ➌ Cumberland Hospital
- ➍ Blacktown Hospital
- ➎ Westmead Hospital

## Community Health Centres

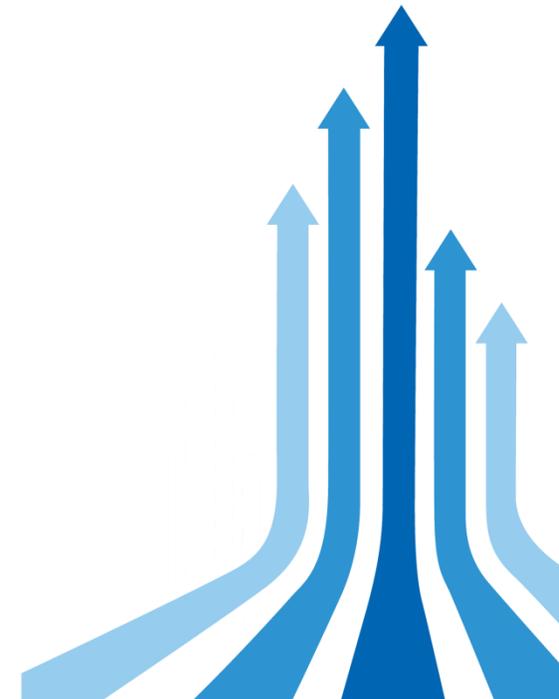
- A Auburn CHC
- B Blacktown CHC
- C Doonside CHC
- D Merrylands CHC
- E Parramatta CHC
- F The Hills CHC



# In the beginning..... 2010

# Disunity and Embattlement

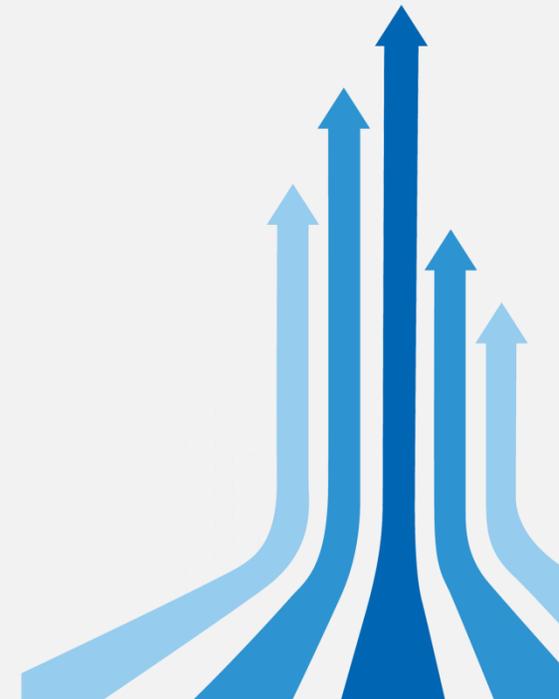
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## Where we were

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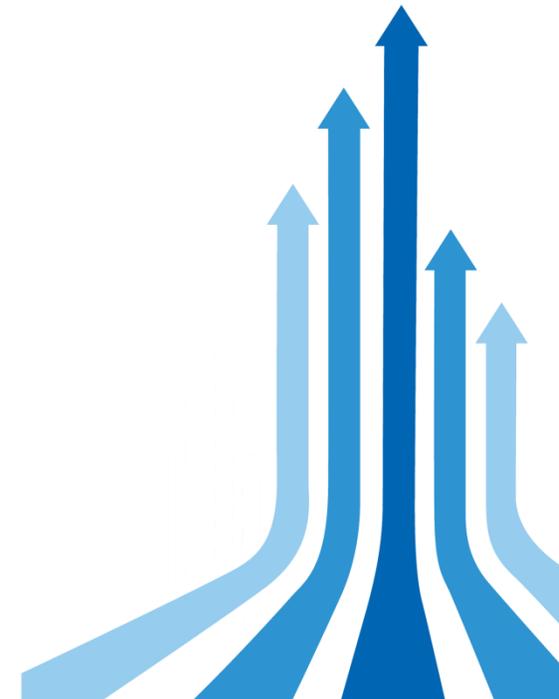
- Breakdown of working relationships between clinicians and management
- Disengagement of clinicians
- Significant decline in performance metrics
- Conflict with NSW Health Department
- Significant loss of succession talent
- Major deterioration in financial performance



## Where we were

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- Opaque command and control regime of management
- Poor use of information to manage the organisation
- Progressive dismantling of the clinical governance regime
- Operating the most inefficient public pathology business in NSW
- No projects on 10-year forward capital program of Health
- No plan for the future



2011



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**WHAMM!!**

**BAM  
BAM  
BAM...**

**POW!  
POW!**

**BAM  
BAM  
BAM...**

**POW!  
POW!**

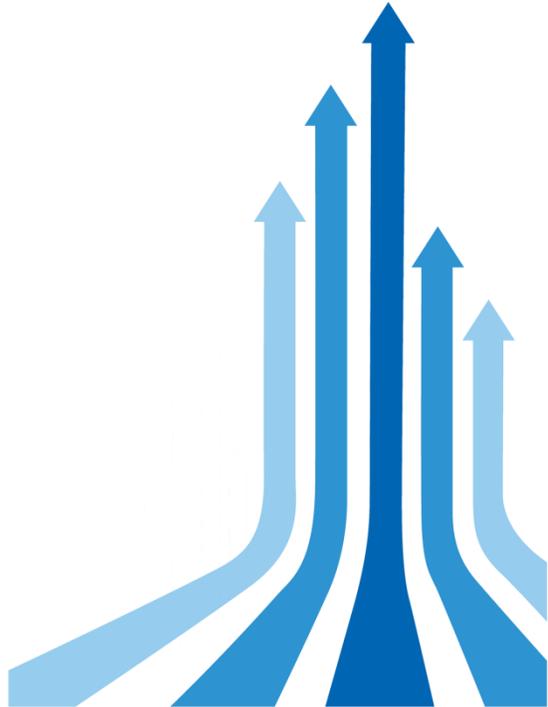
**POW!**



 the  
**BIG DATA**  
THEORY

 **NSW**  
GOVERNMENT

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# MACRO CHANGES NSW

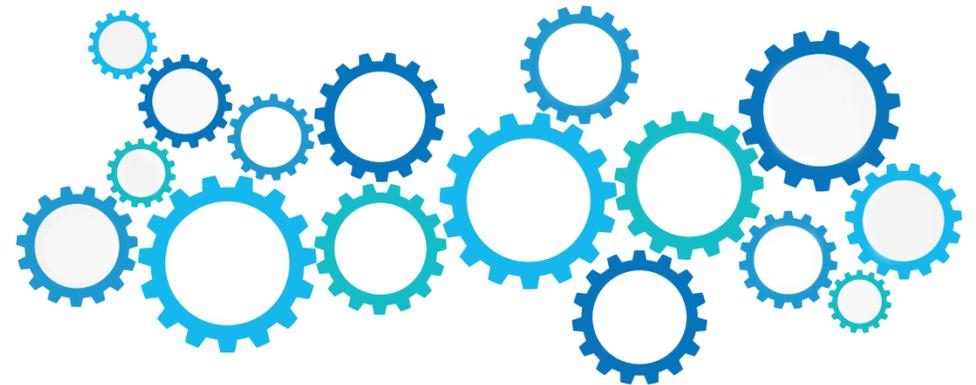


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# Governance Changes

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- Boards and Committees
- CORE Values (Collaboration, Openness, Respect, Empowerment)
- Annual Service Agreements
- Performance Framework
- Introduction of Activity Based Funding
- Community Engagement
- Pillars (CEC, HETI, ACI,BHI)
- Public and Private Sector Partnerships



# MICRO CHANGES WSLHD

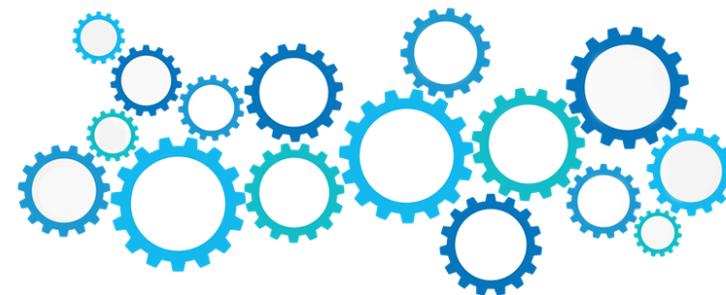


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# Governance changes – health reforms

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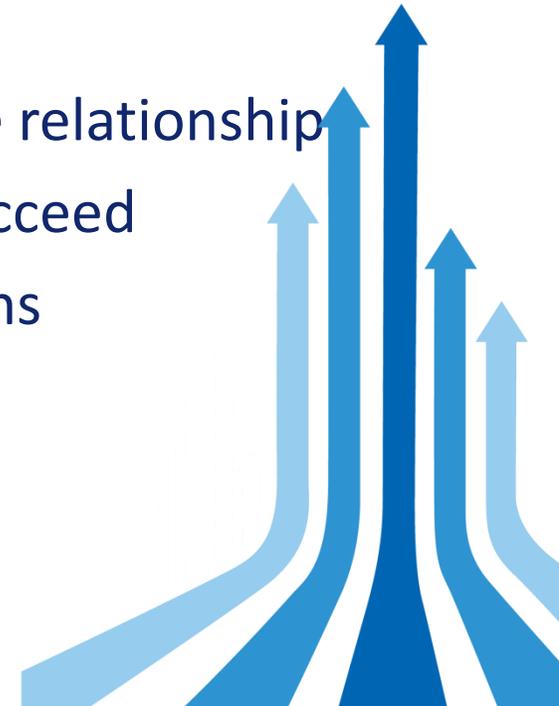
- Board
  - 8 Committees of the Board (ARC, FPA, HCQC, Joint SCHN, Research, Education, MDAAC, Aboriginal Health)
- Clinical Councils
- Devolved power and accountability
- Community Engagement *Framework*
- Partnerships – Pillars, Primary Health Network, Universities, Private Sector, Business sector
- Change of entire District executive team over first 18 months
- Focusing on building management capacity
- Over 100 (senior) staff exited the organisation within the first 2 years
- Engagement with Ministry
- Annual Service Level Agreements
- Accountability Framework
- Activity Based Funding



# Vision for our first five years 2011 - 2015

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- Trusted organisation by those looking in
- Reliably safe place for patients and staff, and families/carers
- Genuine environment of cooperation, openness, respect and empowerment
- Stable and well performing business
- Cooperative partnership with Ministry replacing combative and hostile relationship
- Confidence of Minister, her Office and Government in our ability to succeed
- Strengthened engagement between administration and senior clinicians
- Valued partner to others in matters of mutual interest and importance



# What we did



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# 2011 – 2015 (and score!)

## Relationship Investment

- Board; Ministry; Minister; Treasury; Pillars, Universities; Research Networks and Institutes; Wentwest; AMS; private health and commercial business **6.5/10**
- Launch and grow capability of **governance** architecture Board and committees; clinical councils; management machinery; recovery program; safety and quality program; plus **6/10**
- Rebuild and enhance capability of 4 layers of **senior management** (CE directly responsible for 100 exits) **6.5/10**



# 2011 – 2015 (and score!)

- Moving from command and control model of management to **devolution** of power and accountability
- Stabilise **financial performance** and adjust to the new **ABF** financial framework
- Improve **efficiency** and **productivity**
- Implement an **information management** plan to provide solid foundation for clinical and management decision making

5/10



6.5/10



4/10

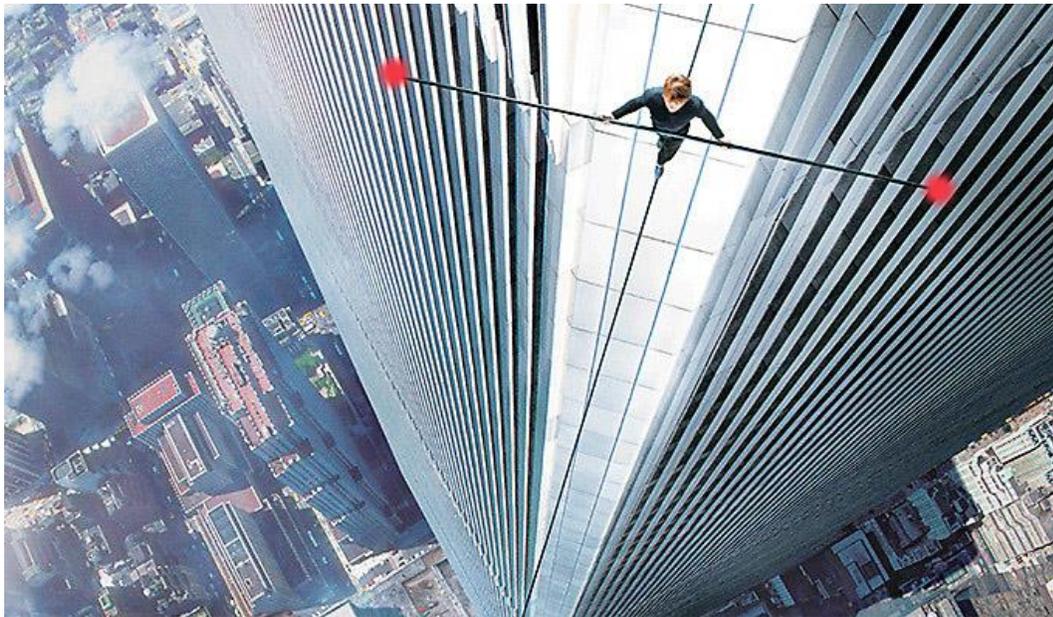


## 2011 – 2015 (and score!)

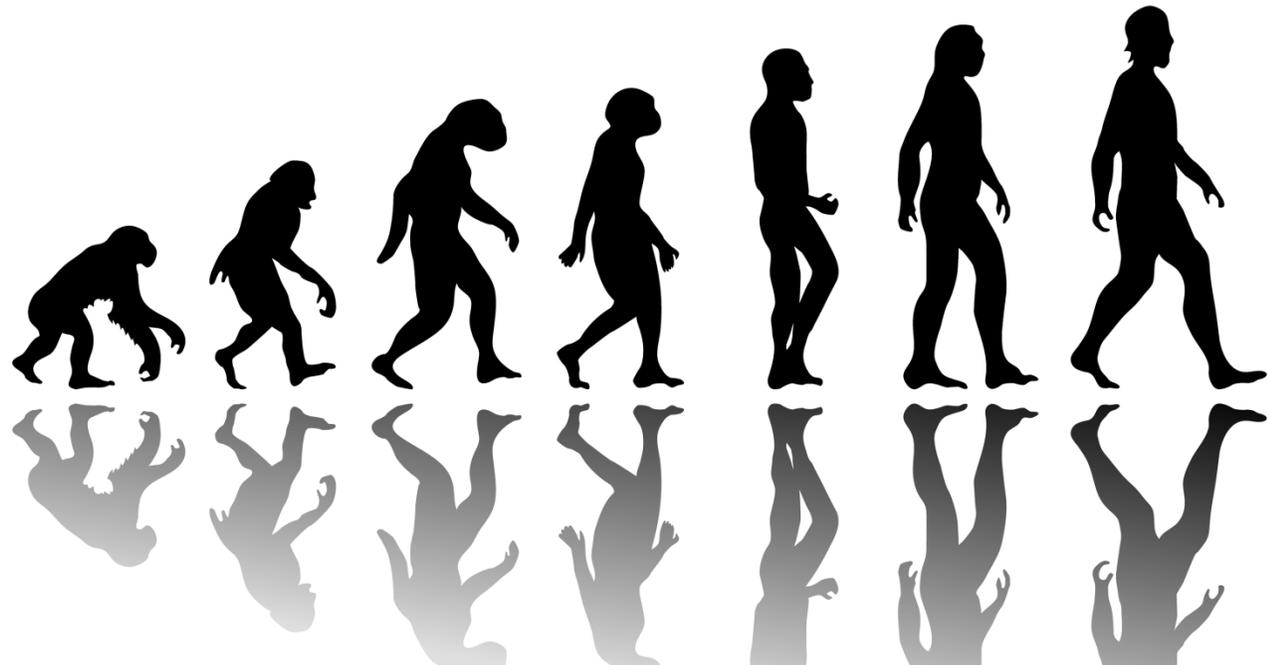
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- Achieve stage one expansion Blacktown and Mt Druitt hospitals and get Western Sydney on the 10 year forward **capital program** 6.5/10 
- Implement a **communications plan** to significantly enhance communication with government and the ministry; internal and external audiences and promote/protect the organisations reputation/image 6.5/10 
- Establish strong **clinical leadership** and influence in our key decisions 6.5/10 
- Strengthen contribution of **Research and Education** to clinical governance 6.5/10 

- Balancing the relationship between the Ministry and the Board



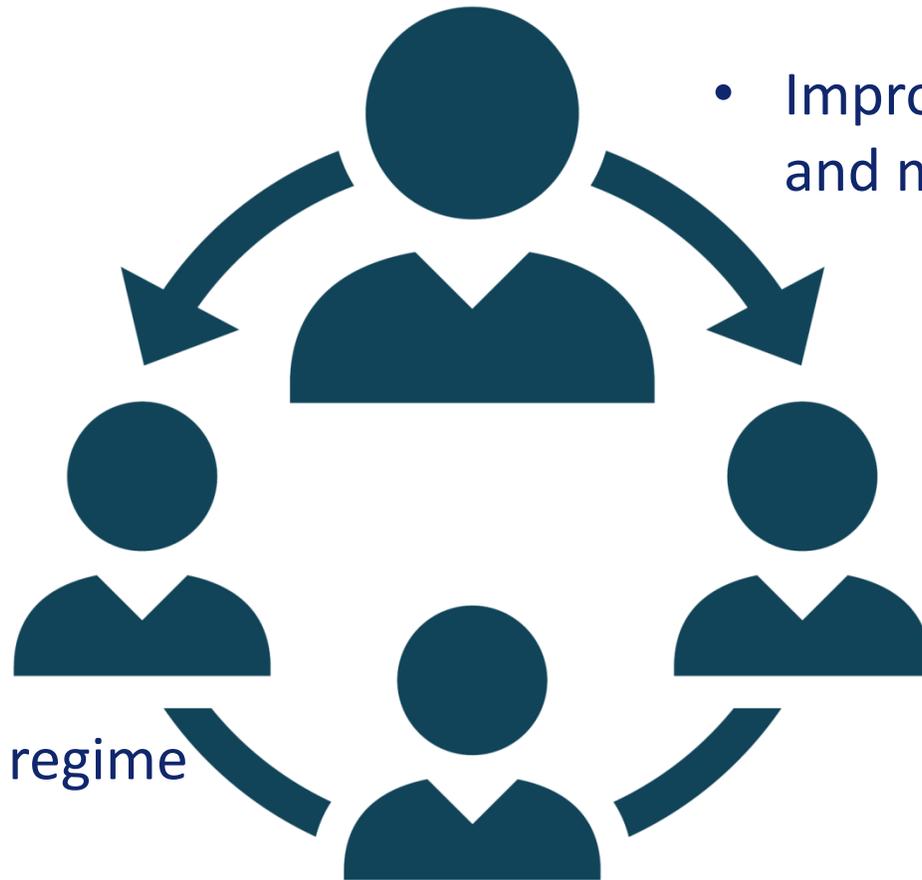
- Board Evolution



- Changes to delegation

- Significant empowerment of clinicians

- Changes to accountability regime



- Improved business information and metrics

- Significant devolution of power

- Leadership and Business Design

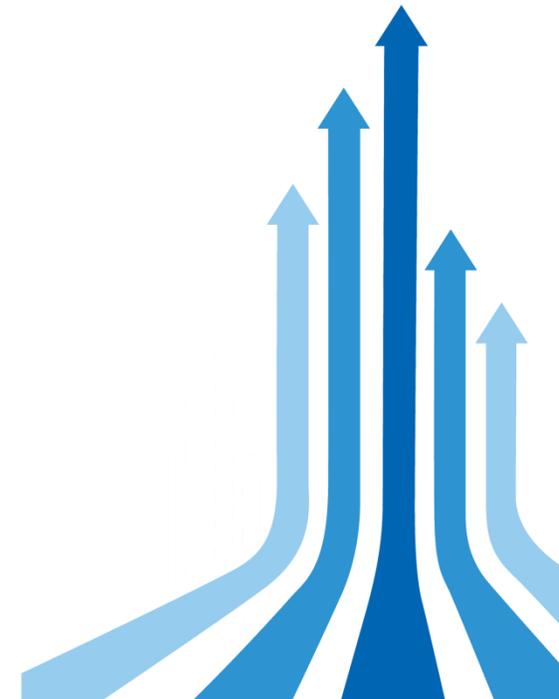


- Business Relationships

## After 5 years

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- Ministry is now a **sophisticated** purchaser and macro manager of performance.
- Districts much more **autonomous** in running their businesses.
- Substantial **progress** in ABF sophistication
- Substantial **improvement** in information systems
- Patchy **evolution** of the boards across NSW



# Challenges



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# Challenges

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- ABF - paying for outcomes
- Integrated care
- Enterprise ICT Program
- Capital program enabling innovation
- Broad based partnerships in health, government, education, commerce and industry



Have we got it ALL right?



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# Where it went wrong?

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**BREAKING NEWS** Gerard Baden-Clay's murder conviction reinstated in High Court ruling

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## Baby dies at Bankstown-Lidcombe Hospital after oxygen mix-up in neo-natal unit

Updated 26 Jul 2016, 7:46am

**A newborn has died and another has suspected brain damage after nitrous oxide, also known as laughing gas, was incorrectly administered instead of oxygen at Bankstown-Lidcombe Hospital in Sydney's south-west.**

New South Wales Health Minister Jillian Skinner said in a statement a machine in the neo-natal resuscitation unit had been incorrectly installed.

The incidents occurred this month and last month.

The mother of the baby who died, Sonya Ghanem, told Channel Nine coming home without her baby was devastating.

"I held my baby. They bring (sic) him to me at the hospital.

"I said 'I want to see him.'

"(It was) just looking at him ... shaking. My son 'wake up' I would tell him. 'Wake up, wake up. What did they do to you?'"

PHOTO: The hospital discovered the mistake last week after a doctor raised concerns. (Facebook)

MAP: Bankstown 2200

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AUGUST 3 2016 SAVE PRINT REPRINTS & PERMISSIONS

## St Vincent's hospital failed to act on Dr John Grygiel's chemo dosing errors, report reveals

Kate Aubbesson and James Robertson

**HUFFPOST AUSTRALIA**

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Sara Connor And David Taylor Return To ...

A senior staff member has lost their job as a scathing report found St Vincent's hospital misled the public and the government over the chemotherapy dosing scandal, as the total number of patients underdosed by a single oncologist is expected to rise.

More than 100 head and neck cancer patients - at least 30 more than first reported - were given off-protocol doses of the chemotherapy drug carboplatin by senior oncologist Dr John Grygiel at the inner Sydney hospital, found the inquiry led by NSW Chief Cancer Officer Professor David Currow.

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**The Daily Telegraph**

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## Baby dies, another left brain damaged in oxygen mix-up at Bankstown-Lidcombe Hospital

ANDREW CLENNELL, The Daily Telegraph  
July 25, 2016 8:04pm

A NEWBORN baby has died and another has been left brain damaged after they were given doses of nitrogen gas instead of oxygen in a "devastating error" at the Bankstown-Lidcombe Hospital.

The fatal mix-up occurred in one of the hospital's birthing rooms when an outlet in neonatal resuscitation unit emitted nitrous oxide — commonly known as happy gas.

Doctors had instructed "oxygen" be given to the babies, born in June and mid-July, to help them cope after struggling through delivery.

The deadly mistake was only realised last Thursday after paediatrician raised the alarm after the second baby died.

The family of the baby who died has told *The Australian* they didn't find out until a week later what happened to the newborn boy.

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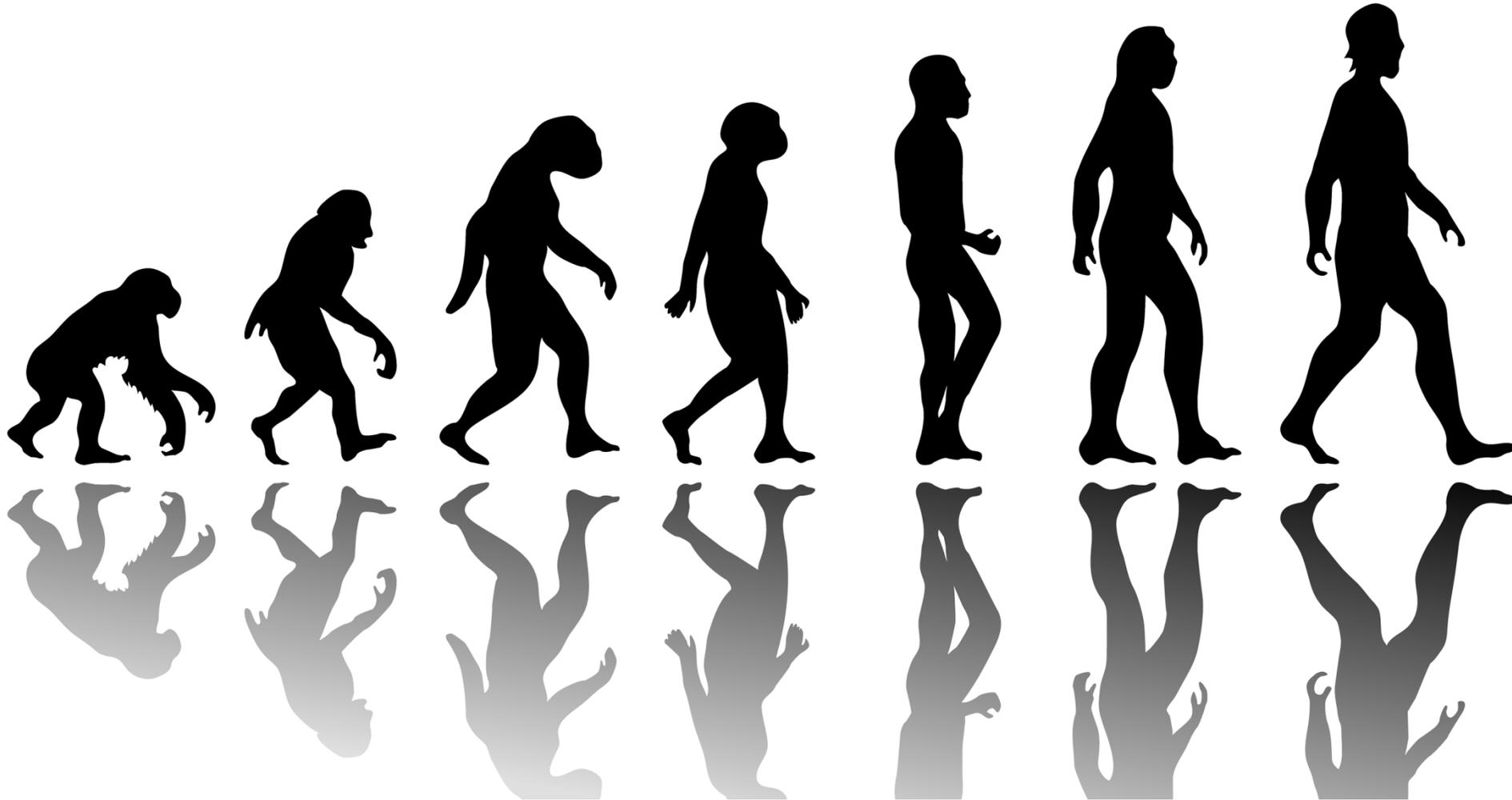
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Where to from here?



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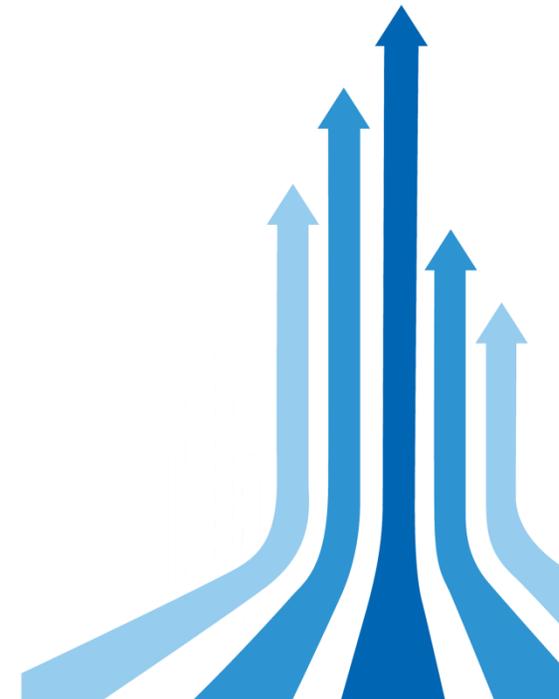
# Evolution



# Evolution

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- The Centre
- The Boards
- The Districts
- Paying for outcomes
- Consumer Experience
- Social benefit
- Partnerships in healthy society

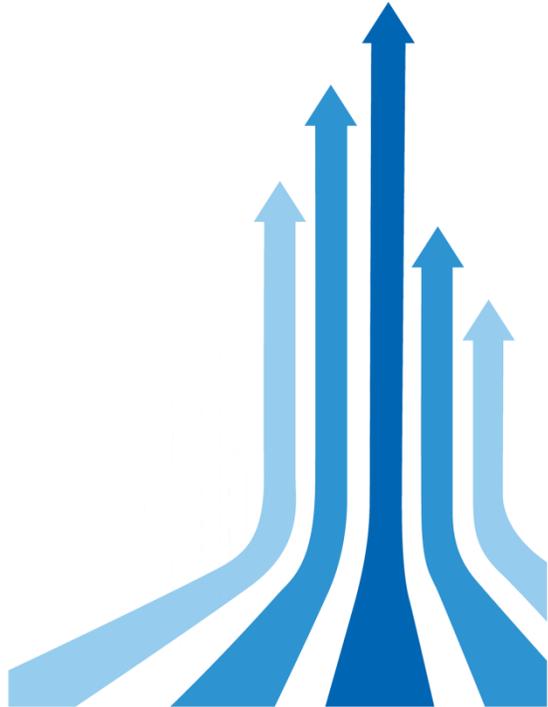




the  
**BIG DATA**  
THEORY



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the  
**BIG BANG**  
THEORY

Government of Western Australia  
Department of Health

