NSW Health has delivered a standardised in-hospital emergency number across 132 of its hospitals, making care even safer for the millions of patients it treats every year.

Led by eHealth NSW in partnership with the Clinical Excellence Commission and the Agency for Clinical Innovation, the project to standardise the in-hospital emergency number as ‘2222’ will support clinicians who work in different hospitals across multiple Local Health Districts (LHDs) and who may find it difficult to recall each facility’s emergency number.

Ninety-six hospitals, primarily small rural sites which do not have a dedicated internal emergency response team, will continue to use 000 as their in-hospital emergency number as per current process.

Dr Amith Shetty, Staff Specialist at Westmead Hospital, welcomed the move to standardise as 2222 the in-hospital emergency number, of which there were previously many variations, for most NSW Health facilities.

“Having a common number of 2222 means I can now rest assured that no
Feedback, as the saying goes, is a gift – and for us here at eHealth NSW, that gift will take the form of receiving for the very first time a system-wide picture of the ICT experience of NSW Health staff.

Until 12 April, we are running the My NSW Health ICT Experience survey to gauge the satisfaction and engagement of both the business and end users of ICT services – that is, not only our direct customers but, just as importantly, the 150,000+ staff working in and for Australia’s largest public health system.

It’s a key undertaking with the ultimate aim of gaining a deeper understanding of the end-user experience, which will provide us all with invaluable insights to drive service improvements over the coming year and beyond.

So far we’ve been pleased by the strong engagement of, in particular, clinical staff. The survey’s results will provide a rich source of information to guide improvement efforts across NSW Health ICT.

Driving improvements more broadly has certainly been an abiding theme of my year so far.

It was fantastic to have kicked off 2019 attending a number of forums and/or symposia directly focused on how we at eHealth NSW are evolving, from our culture-building work to ways in which we can help to build the digital health workforce of the future.

The latter was explored at a CIO Executive Leadership Symposium for around 22 Chief Information Officers from all four corners of the state in February.

Together we explored our common challenges in the digital/ICT space in the areas of operations, policy, standards, privacy and security, finance, procurement and workforce. We also had the opportunity to explore in a thoughtful and meaningful way the various challenges we are facing in the next few years and how we will tackle them.

Immersed as we are in the minutiae of day-to-day work, it was wonderful to have had the opportunity to reflect deeply and thoughtfully on the factors at play in the bigger picture. I thank my fellow CIOs and eHealth NSW senior leaders for the energy, ideas and enthusiasm they brought.

I encourage you all to complete the My NSW Health ICT Experience survey and to spread the word, so that we can get as broad a picture as possible on where we need to focus our efforts as we continue to collectively drive the digital transformation of NSW Health.

Dr Zoran Bolevich
Chief Executive, eHealth NSW
Chief Information Officer, NSW Health

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Share your NSW Health ICT Experience to help us support you better

My NSW Health ICT Experience
www.ehealth.nsw.gov.au/MyNSWHealthICTExperience

Complete the survey in as little as 3 minutes
Open
25 March to 12 April 2019
Mobile Tablet Desktop
Teams from across eHealth NSW and beyond banded together to successfully complete the mass migration of the state’s Enterprise Imaging Repository (EIR) infrastructure to new hardware which boasts full disaster recovery and redundancy across the Government Data Centres (GovDCs).

Completed in late January, the project has delivered failover capability for the first time between the GovDCs as well as a clustered database to provide redundancy within the GovDC and across the GovDCs, said Kendall Hockey, eHealth NSW’s Director of Clinical Repositories and Integration Services.

The largest of its kind in Australia, NSW’s EIR currently holds around 1.2PB of medical images across the two GovDCs and corresponding reports from across the state’s public health facilities.

The centralised imaging repository across NSW Health, the EIR and its viewer enables centralised images and reports to be assessed from any modern PC within NSW public hospitals, NSW Ambulance, NETS (the Newborn & paediatric Emergency Transport Service) and Justice Health.

Since 2012 it has provided clinical staff with immediate access to a patient’s previous and current images, scans and reports, irrespective of which public hospital the patient has visited, enhancing the quality of care in real time. The accessibility through various digital channels allows clinicians to have a single platform to review all imaging and reports across the state quickly and efficiently.

Illawarra Shoalhaven ‘True teamwork’ leads to smooth hardware refresh

District’s images were added in early February – completing all NSW Health facilities contributing data to the EIR, which grows on average 0.5TB per day.

Yet another significant advance in the digital transformation of the state’s public health system, this uplift also means maintenance activities can now be performed without the need to take the platform offline from clinical users across the state.

Mr Hockey said the project benefited from ‘true teamwork’ between design architects, Clinical Repository staff including EPR, ESB, EIR and HealtheNet, the Systems team, Storage and Backup team, Oracle Database team, Infrastructure Services, Active Directory team, Network team, F5 group, Systems support, VM replication team and vendors including FujiFilm and UltraRad.

“This has been a wonderful example of the collaboration across the Technical Services Group, the teams in the Integration and Clinical Repository space and our vendors – great credit to the Project Manager Julie Avery for keeping this on track,” he said.

Dr Shetty said.

“This is a great step towards reducing variations across our public health system and making it easier for our clinicians to deliver the best and safest possible care for our patients.”

To ensure a successful implementation, teams were assembled at each LHD or Specialty Health Network, with each team defining an appropriate approach to deliver the change locally and communicate with frontline staff.

The steering committee, chaired by Dr Harvey Lander, Director of Systems Improvement at the Clinical Excellence Commission, provided oversight and coordination and advice on planning, governance and communication.

The Agency for Clinical Innovation (ACI) provided guidance for communicating with the clinical community, and the Health Emergency Management Unit (HEMU) was also consulted for its expert knowledge on emergency disaster management.

“This is a great example of a system-wide change being achieved with collaboration, trust and a common goal of improving patient outcomes,” said Ian Schrader, Director of eHealth NSW’s Infrastructure Portfolio.

Making our hospitals even safer

Continued from page 1

matter where and when I face a clinical emergency, I get the right response without needing to recall the local in-hospital emergency number,” Dr Shetty said.

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“This is a great example of a system-wide change being achieved with collaboration, trust and a common goal of improving patient outcomes,” said Ian Schrader, Director of eHealth NSW’s Infrastructure Portfolio.
Cybersecurity measures have been strengthened across the NSW Government, with an increased focus on cross-agency collaboration, information sharing, governance, controls and staff training.

The moves come as cybersecurity risks continue to rise globally and rapid technological change has resulted in increased connectivity and dependency on ICT infrastructure.

To adhere with the NSW Cyber Security Policy which came into effect on 1 February, all government agencies, including NSW Health through eHealth NSW, must establish effective security policies and procedures and embed cybersecurity into their risk-management practices and assurance processes.

Agencies also need to take a security risk management approach to underpin organisational resilience and adopt meaningful training, communications and support across all levels.

A key component of the NSW Digital Government Strategy, the new Cyber Security Policy replaces the Digital Information Security Policy 2015 and clearly outlines the mandatory requirements to which all NSW Government departments and agencies must adhere to ensure risks to their information and systems are properly managed.

“The confidence that users of the health system have in our management of the privacy and security of their health data is paramount,” said Dr Peter Croll, eHealth NSW’s Director of Information Security Services.

“The new strategy and its policies provide a significantly enhanced framework, and now mandates a more robust security posture that will ensure that NSW Government can anticipate and respond to a rapidly evolving and highly sophisticated threat environment.”

Healthcare data remains among the most valuable data to criminals, Dr Croll said. NSW Health works closely with the office of the Government Chief Information Security Officer (GCISO) to provide input into both the Government framework and to enhance first-line response to cyber incidents.

“During 2019 we will work with LHDs, Pillars and the MoH to continually improve our first-line response and staff awareness training; and, revising supporting policy and procedures,” said Dr Croll.

“Additionally, we will work with vendors, contractors and researchers to ensure they are appropriately trained and credentialed before being granted access to NSW Health data and systems. Should incidents or breaches occur, we will investigate and share our learnings.

“As part of this strategy and in line with work that is already well underway, we are identifying our most valuable and operationally vital information systems, strengthening cybersecurity controls, enhancing a cybersecurity and privacy aware culture across all staff, working across government to share security and threat intelligence and learnings across a whole of government approach to cyber incident response.”

When security risk management is done well, it underpins organisational resilience because entities understand their security risks, make informed decisions in managing those risks, identify opportunities and continuously improve, said Dr Croll.

What does this mean for eHealth NSW staff?

1. A new whole-of-government strategy and policy is now in place across NSW.
2. LHDs/SHNs, Pillars, eHealth NSW and the Ministry of Health are being engaged to ensure that the suite of tools and policies are an appropriate and evolving response to current and evolving threats and risks.
3. NSW Health has commenced the process of updating its policies and self-paced learning tools, especially the Electronic Security and Information Policy and our Cyber S.A.F.E. online training modules.
4. Staff will be made aware of their new obligations via a variety of means to be outlined in forthcoming communications and via tools and information provided on the NSW Health intranet.
5. Ensuring staff are aware that we all need to adopt safe online practices and embrace the view that cybersecurity is everyone's business.
The roll-out of electronic medication management (eMeds) across rural NSW is well underway, with 1.3 million patients who live outside metropolitan areas set to benefit from smarter, safer and better care.

The Rural eMeds program commenced implementation last year, with Goulburn Hospital, Bourke Street Hospital and Kenmore Hospital in Southern NSW Local Health District going live in September. In the six months since, staff from rural LHDs and eHealth NSW have activated eMeds in 36 sites, progressing plans for more than 100 facilities to be live by the end of 2019.

Director of eHealth NSW’s eMR Connect Program, Rick Turner said the relationships between eHealth NSW staff and Local Health District project teams are key to the smooth roll-out and overall effectiveness of implementations.

“ Their efforts are responsible for the speed, quality and reach of the eMeds across the variety of regional facilities, including those servicing patients living in NSW’s most remote regions, ” said Mr Turner.

Far West NSW LHD was the first district in rural NSW to implement eMeds district-wide, with the rollout spanning from October to November last year and involving eight sites. The smallest of these facilities was Tibooburra District Hospital with just two beds. Orange Health Service, the largest of the Rural eMeds program sites with 400 beds, was successfully implemented in early March.

“The commitment from the teams involved in all of the eMeds programs is admirable, rural and metropolitan alike. It continues to bring about a real difference to care and quality patient outcomes,” said Mr Turner.
eHealth NSW is continuing to work with Local Health Districts (LHDs) and industry to find innovative solutions to the common challenges faced by NSW Health staff, with three innovation proof of concept (PoC) projects now underway in a bid to enhance patient care.

Two PoCs from the nine nominated challenges are currently exploring how to mobilise clinical data to improve the safety and quality of care during a patient’s hospital stay, as well as creating an open platform for digital innovation in NSW – an “innovation sandbox”.

The initial PoCs will be implemented at Murrumbidgee LHD over a six-month period, with a consortium of industry partners including Alcidion, CSIRO, Apple, Intel and Evidentli providing the required services, software and infrastructure.

“These projects have real potential to deliver smarter, safer, better patient care by giving clinicians fast access to meaningful data insights that can help them make the right decision at the point of care,” said Mona Thind, Associate Director of Strategy and Innovation at eHealth NSW.

The Innovation team is also working on a third challenge, in partnership with the Agency for Clinical Innovation and another industry partner, to improve patient interaction with emergency departments. Prototyping is in progress for an app which keeps emergency patients informed on their triage category and wait times.

The Innovation team is exploring more partnership opportunities across NSW Health to provide insights into how to use agile processes to quickly find great ideas and turn them into real value for NSW.

Entrepreneurs, researchers, and other organisations in the health space regularly approach eHealth NSW’s innovation team with innovative solutions and products around the health domain.

From the team’s understanding of the challenges faced by various stakeholders in the public health system, the team assesses them and engages with the providers. Two innovations, both addressing patient education and engagement, have been referred to other organisations and are making progress. To find out more about these projects, email ehnsw-innovation@health.nsw.gov.au

“It’s exciting to see so many staff members from right across NSW Health participating in the proof of concept projects,” said Ms Thind.
Tell us a bit about your passion for digital health – what sparked it, what sustains it?

A

I have always had a passion for combining health and informatics, having built computers as a teenager and designed software and programs throughout my early medical career. But for me the tipping point was being appointed as a CCIO in England in 2012 – this was a great opportunity that leveraged my 10 years of experience as an Emergency Department consultant in a large trauma centre.

The combination of being a clinician, as well as leading the redesign and rebuild of a large trauma centre and adjoining acute medical unit, meant I could help fashion the flow of information from the ambulance service through to the emergency service and then into the assessment area within the hospital. This allowed for greater co-ordination of both the physical design of a hospital and the flow of information necessary to support the best level of healthcare in the 21st century.

My enthusiasm for going to the next level of digital engagement as a clinician came about when the chance emerged to help coordinate and develop the digital strategy for the state of NSW. It was opportunity I could not miss, as the similarities between our countries’ large electronic medical records ensures a level of engagement with which I am very comfortable.

What are your short and medium-term aims as CCIO at eHealth NSW?

A

It’s an exciting time to join the fantastic team at eHealth NSW. The 10-year eHealth Strategy for NSW Health has led to a great core level of coordinated delivery of digital services across the state, and the next six years will secure the consolidation of that fantastic start – as well as encouraging a much broader engagement of the clinical nursing and allied health professionals who are at the heart of the digital strategy.

Large topics for my agenda include the single digital patient record, the safety and quality aspects of all delivery of digital care across the state, and the utilisation of mobility including how that truly impacts and supports frontline clinicians, nurses and allied health professionals. I’ll also be focusing on the ability to harness new and novel ideas through innovation, research and academia into production and delivery to coalface clinical staff so that they have the most optimal impact on patient care and the safe delivery of services.

What can staff and stakeholders expect from working with you? How do you like to approach projects and people?

A

Throughout my career, I have always encouraged a collaborative and collegiate approach, ensuring the widest possible canvassing of clinical staff is at the heart of all decisions. For all of those staff currently involved in the delivery of health service across the state, this is a great chance to engage in a way that improves patient digital safety and patient care. I encourage all of our stakeholders who are committed to providing the very best care for our patients across the state of NSW to become an integral part of this very exciting next stage.
eHealth NSW is continuing to work in partnership with Local Health Districts to deliver access to Patient Wi-Fi, having recently switched on the services at a further eight public hospitals in metropolitan and regional areas.

Patients and their carers in Nepean, Blue Mountains, Mona Vale, Hornsby, Ryde, Dubbo Base, Broken Hill and Prince of Wales Hospitals now have the ability to stay connected with friends and family, access entertainment and manage their everyday lives via the internet, wherever they are in the hospital.

Leveraging eHealth NSW’s existing investments in Wi-Fi and the Health Wide Area Network (HWAN), Patient Wi-Fi systems have registered hundreds of thousands of unique users across NSW Health since October 2017.

Ken Barnett, General Manager, Broken Hill Health Service, said access to Wi-Fi “has enhanced the care we can provide in the hospital and made such a difference to patients and visitors”.

"Many of our patients are here for a large portion of their day while they receive treatment or attend an appointment. Internet access means they can pass the time quickly browsing the web, connecting on social media or watching movies via streaming services,” said Mr Barnett.

“It also provides a great distraction from their treatment and they can do normal things like pay bills, shop online or keep up with work.”

The Wi-Fi solution has a free and paid service, with the premium option being better for activities that require faster download speeds such as online gaming or watching Netflix.

Thanks to a $20-million injection of State funds for Wi-Fi in hospitals and eHealth NSW’s work on building the HWAN high-speed network, a choice of state-wide Patient Wi-Fi service providers is now available to all NSW Health Local Health Districts to support the deployment of the service across their hospitals and facilities.

Eight more hospitals benefit from Patient Wi-Fi
eHealth NSW’s efforts to enable a single sign-on and statewide identity for clinical staff across NSW Health have garnered praise, with its State Wide Infrastructure Service (SWIS) team winning ‘team of the month’ for their recent work at Calvary Mater Newcastle (CMN) Hospital – the first time an external team has been recognised in this way.

Over a six-month period late last year, eHealth NSW’s SWIS Program team delivered several infrastructure system improvements across CMN, the major cancer care centre for the Hunter New England Local Health District.

Heather Alexander, CMN’s Manager of Health Information Services and ICT, thanked Program Manager Stephen Dubos and his team for delivering “exceptional teamwork across internal and external boundaries, involving many individuals, difficult tasks and various layers to be worked through”.

As a result of this work, CMN’s 1400-strong staff can now log into NSW Health’s statewide systems with a single sign-on and password (also known as a statewide identity) for the life of their employment. They are now also able to more easily access systems such as the Electronic Record for Intensive Care (eRIC) as well as any future services and systems.

The work forms part of the implementation of the eHealth Strategy for NSW Health: 2016-2026, which seeks to deliver a number of digital enablers for the public health system and its clinicians and support staff. All health and affiliate organisations now have a managed user identity for the consistent consumption of services across the health landscape.

L-R, back row: Michael Hodgson, Calvary Mater HR Manager, Marc Samson SWIS Project Manager, Stephen Dubos, SWIS Program Manager; Heather Alexander, Calvary Mater ICT Manager; Brendan Wilson, Calvary Mater ICT Systems Analyst
Front row: Judith Thompson, Calvary Mater, Learning and Development Coordinator; Sherree McClory, Calvary Mater HR Coordinator; Beau Dwyer, Calvary Mater ICT Senior Systems Analyst; Liana O’Connor, Calvary Mater HR Coordinator; Aimee Berry, SWIS Project Coordinator
REGIS reached a critical phase of full implementation on 1 April, with the new and improved platform set to revolutionise the real-time management of ethics and site governance approvals of human health and medical research projects in NSW and ACT Public Health Organisations (PHOs).

From 1 April, all NSW human research ethics and site governance applications are being submitted and managed via REGIS instead of the current combination of AURED and online forms.

A joint venture between eHealth NSW and the Office of Health and Medical Research, the REGIS Program has been working with the vendor, research offices and other key stakeholders since 2016 to ensure ease of use and is now finalising the migration of data across from AURED.

REGIS is an electronic records management system that supports real-time workflow, from applications through to analytics and reporting. All NSW Health and ACT Health PHO research offices are now engaged with REGIS, with training continuing through webinars and face-to-face meetings.

The program is ensuring resources and support are available to internal staff charged with overseeing REGIS long-term to facilitate relationships with users and the wider health research community.

Alongside research applicants and research office staff, other users of REGIS include research applicants, commercial sponsors (including pharma and biomed multi-nationals), Clinical Research Organisations and others, with a focus on enabling health and medical research from its various touchpoints.

Helping kids to grow up healthy and thriving

The National Children’s Digital Health Collaborative is forging ahead with its work in leading the digital transformation of child and maternity records across Australia.

Led by NSW Health on behalf of the Australian Digital Health Agency and in partnership with all jurisdictions, the Collaborative is progressing with developing and evaluating several digital health solutions that aim to give every child in Australia the same opportunity to grow up healthy and thriving.

The Child Digital Health Record (CDHR) is the first initiative to be tested under the Collaborative, and will mark a new, innovative way to manage a child’s health information.

It will bring together data from different state and territory baby books and turn this into an easily accessible and more comprehensive digital health record, empowering families to be partners in their child’s care alongside healthcare providers.

The Collaborative is trialing the CDHR at two NSW Local Health Districts: Western Sydney (Blacktown) and Western NSW (Dubbo/Coonamble) to assess in a real-world setting the feasibility and functionality of a digitised baby book.

The Collaborative has also recently welcomed Wendy Carroll as its new Program Director, replacing Steve Badham who will continue to oversee it in his new role as eHealth NSW’s Director of Integrated Care. Highly experienced in the health sector and well-versed in managing a large and diverse group of health stakeholders, Ms Carroll comes to the Collaborative from the Department of Industry, where she was the Cluster Champion of the Health and Education Precincts.

The Collaborative would like to thank Prashan Malalasekera for acting as Program Director since November 2018. Mr Malalasekera has now returned to his substantive role as Privacy and Policy Lead.

For the latest on the Collaborative’s initiatives, see [https://www.childrenscollaborative.gov.au/](https://www.childrenscollaborative.gov.au/).

Enhancing EMR functionality

New functionality to support the care of deteriorating patients will soon be available in the NSW Health electronic medical record (EMR), as eHealth NSW prepares for its release at a lead site in the coming months.

Developed as a collaboration between the Clinical Excellence Commission (CEC), Cerner and eHealth NSW’s eMR Connect Program, Managing Deterioration Version 4 (formerly known as Between the Flags) introduces several improvements including electronic versions of the Standard Maternity and Newborn Observation Charts. These will enable clinicians to record maternity and newborn observations within the EMR in the same way they do for non-maternity adult and paediatric patients.

“The patients this system supports are some of our most fragile; those who require our greatest attention,” said Margaret Murphy, Clinical Nurse Consultant at Westmead Hospital and Senior Clinical Lecturer at the University of Sydney. “This updated version ensures they receive the best care for their individual needs.”

Each chart introduces new vital sign components as well as reference information and risk assessments. Nurses will also be able to increase observation frequency without the need for medical officer authorisation.

Paul Hudson, Senior Improvement Lead of the CEC’s Adult Safety Program, said the new functionality represents “a significant enhancement” which will further support NSW Health’s clinicians to recognise signs displayed by deteriorating patients and escalate their care.

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Secure screen sharing to enhance patient therapy and care

Specialist pathologists at Westmead Hospital are expanding the boundaries of their laboratory to support clinicians in regional NSW hospitals, thanks to a ‘use case’ leveraging Skype for Business.

Molecular testing is a specialist test and samples often need to be couriered from regional hospitals to metro hospitals for analysis and reporting. This can take up to two days and incurs costly courier fees.

Sharing the pathology scans over Skype for Business means the timeline from scan to report can be reduced to hours, with the potential for patients to receive treatment as quickly as patients in city hospitals.

Pathology staff at Westmead Hospital were trained by eHealth NSW’s Conference, Collaboration and Wireless team to use Skype for Business last December and immediately saw the potential of the platform to support their regional colleagues with more immediate diagnosis and treatment.

The ‘use case’ was led by Tom Olma, a Network Microbiology Discipline Scientist who is Acting Lead for Pathology West, Regional and Rural NSW.

“Secure screen sharing using Skype for Business has the potential to transform the way we operate,” he said. “Staff in regional hospitals are multi-skilled however they don’t always have specialist skills, which can increase time to result. Waiting for answers when specimens are couriered to metropolitan laboratories can present added stress for patients.

“We can empower regional pathology teams and gain significant time and cost savings which in turn has the potential for patients to leave hospital earlier, thereby freeing up hospital beds.”

Collaboration like this relies on the eHealth NSW infrastructure stack including: Health Wide Area Network (HWAN) to link hospitals and health facilities; Government Data Centres to host services and applications such as Skype for Business; Wireless Core to allow machines to talk to each other; and State-wide Identity to authenticate users. From desktop to data centre, our investments in eHealth core infrastructure support ‘use cases’ such as this.

“This has the potential to transform the way we operate, empower regional pathology teams and gain significant time and cost savings”

Tom Olma, Network Microbiology Discipline Scientist and Acting Lead for Pathology West, Regional and Rural NSW

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