



Health  
Sydney  
Local Health District

# YEAR IN REVIEW 2018–19

EXCELLENCE IN HEALTH AND HEALTHCARE FOR ALL

Sydney Local Health District  
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Sydney, it's *your* Local Health District

Our Year in Review is a celebration of some of the highlights of the last financial year identified by our staff, some information about our performance and some of the stories about the experiences of people in our District.

The Year in Review 2018-19 can be read together with the NSW Health Statutory Annual Report 2018-2019 which completes our annual reporting for the year. Both reports will be made available on our website **slhd.nsw.gov.au**.

Sydney Local Health District was established as a legal entity on 1 July, 2011 as part of the National Health Reform process. It marked the beginning of a new era in healthcare delivery in NSW. The change to the Local Health District followed a transition from Sydney South West Area Health Service to the Sydney Local Health Network in January 2011, ahead of the final transition to a Local Health District with its own Board.

Through its hospitals, clinical and support services, the staff in Sydney Local Health District have a proud history of caring for our patients. Our vision is excellence in health and healthcare for all.

**Front cover:**  
Nurse and patient,  
Balmain Hospital

**Back cover:**  
Yaralla Estate,  
Concord West

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Throughout our Year in Review you will notice the “SydneyConnect” symbol. SydneyConnect is our storytelling platform in Sydney Local Health District. It had more than 81,500 page views between October 2018 and June 2019.

Save it in your favourites or head there to find all the stories in our Year in Review and more – [slhd.nsw.gov.au/sydneyconnect](https://slhd.nsw.gov.au/sydneyconnect)





# Acknowledgement of Country

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges **Gadigal**, **Wangal** and **Bediagal** as the three clans within the boundaries of Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great **Eora Nation**. *Always was and always will be Aboriginal Land.*

**We want to build strong systems to have the healthiest Aboriginal community in Australia.**

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Lands Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

## Ngurang Dali Mana Burudi – A Place to Get Better

*Ngurang Dali Mana Burudi* — a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership.

### Our story

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The **Gadigal**, **Wangal** and **Bediagal** are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty-nine clans of the great **Eora Nation**. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

### The Goanna or Wirriga

One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

### The Whale or Gawura

From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the Gadigal people.

### The Eel or Burra

Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.

*Source: Sydney Language Dictionary*



### Artwork

*Ngurang Dali Mana Burudi* — a place to get better

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.



# Year in review

**Chief Executive**  
Dr Teresa Anderson AM

**Chair of the Board**  
The Hon Ron Phillips AO

As we implement our Strategic Plan and manage the day-to-day operations of one of Australia’s busiest and most complex health services, it is the people who we care for, those who come to visit and importantly the people who we work with, who remain at the centre of everything we do.

This year our staff said our workplace is one of the best places to work in NSW.

That, according to Chief Executive Dr Teresa Anderson AM stands out as her highlight for 2018-19.

“We achieved the highest Engagement Index and the highest Culture Index of any Local Health District in NSW in the 2019 People Matter Employee Survey results,” she said.

“And, we recorded improvements in every single category, at every facility and service and that is something I am very proud of.”

The District’s Engagement score was 71 per cent – a 5 per cent improvement on last year’s survey results and 5 per cent higher than the NSW Health average. The Culture result was 67 per cent, 6 per cent higher than the state average.

Culture is one of the ways in which Chair of the Board, the Hon Ron Phillips AO, measures the performance of the District.

“There’s always more we can do, but the results show that not only do staff feel that action will be taken on their ideas, but that

the changes that we are making by listening to the ideas of staff are making a difference,” Mr Phillips said.

“In that kind of environment, staff are able to deliver the very best care to our community,” he said.

Priorities for the District following feedback from staff included:

- A focus on health and wellbeing programs and the appointment of Australia’s first Chief Medical Wellness Officer;
- More direct mail and face-to-face communication with staff;
- The development of a warm welcome for all new staff resulting in the Getting Started Program and the Getting Started Handbook, the introduction of Staff Services and intranet page;
- Development and implementation of the Management Accountability Framework and online resources. The Framework has four central themes to help support managers: be present, engage others, drive excellence and love what you do.



Be present



Drive excellence



Engage others



Love what you do

“As health managers and leaders, it is our job to inspire others,” Dr Anderson said.

“But when you love what you do, you inspire those around you to do the best that they can, to be the best that they can be and that directly impacts on our patients and their loved ones.”

Mr Phillips said that while the community’s need for our services increases each year, the staff in Sydney Local Health District continue to perform.

The Chief Executive said she is humbled by the bravery and generosity of our patients and their loved ones who remain connected to our District by sharing their stories and experiences.

“At our Care in our Community Forum, the stories of Tamara and Nicole helped us to explain why our program Healthy Homes and Neighbourhoods is not only making an impact, but has been shortlisted for a Prime Minister’s Award.”



“The District remained on budget for the 2018-19 financial year and maintained performance for the full year,” he said.

“Through the hard work of the staff in Sydney Local Health District, this has been consistent since local health districts were established in 2011.”

The Chief Executive said this is the result of all of our staff and our partners collaborating to achieve the best outcomes for our patients and their families.

“We are very proud of our strong partnerships and collaborations with community and non-government organisations including, for example, the Aboriginal Medical Service in Redfern, Lebanese Muslim Association and Central and Eastern Sydney PHN,” Dr Anderson said.

“The generosity of our community is also humbling with volunteers, consumer representatives and donors all supporting our work. Balmain Hospital General Practice Casualty was renovated this year with support from a local family,” Mr Phillips said.

“I was lost... but now I’ve got a chance to... put myself back together and my family back together... and that’s got a lot to do with Healthy Homes.”

“... I felt so alone... she came in and I was like... someone cares enough to come to me...I can’t even describe how important having someone to help you really is. I would never be able to overcome what I did overcome...”

**Tamara**

“Stories like these happen every single day in our health service,” said Dr Anderson.

“That’s why I do what I do,” she said.

“I’d like to thank our staff for the work they do every day.”

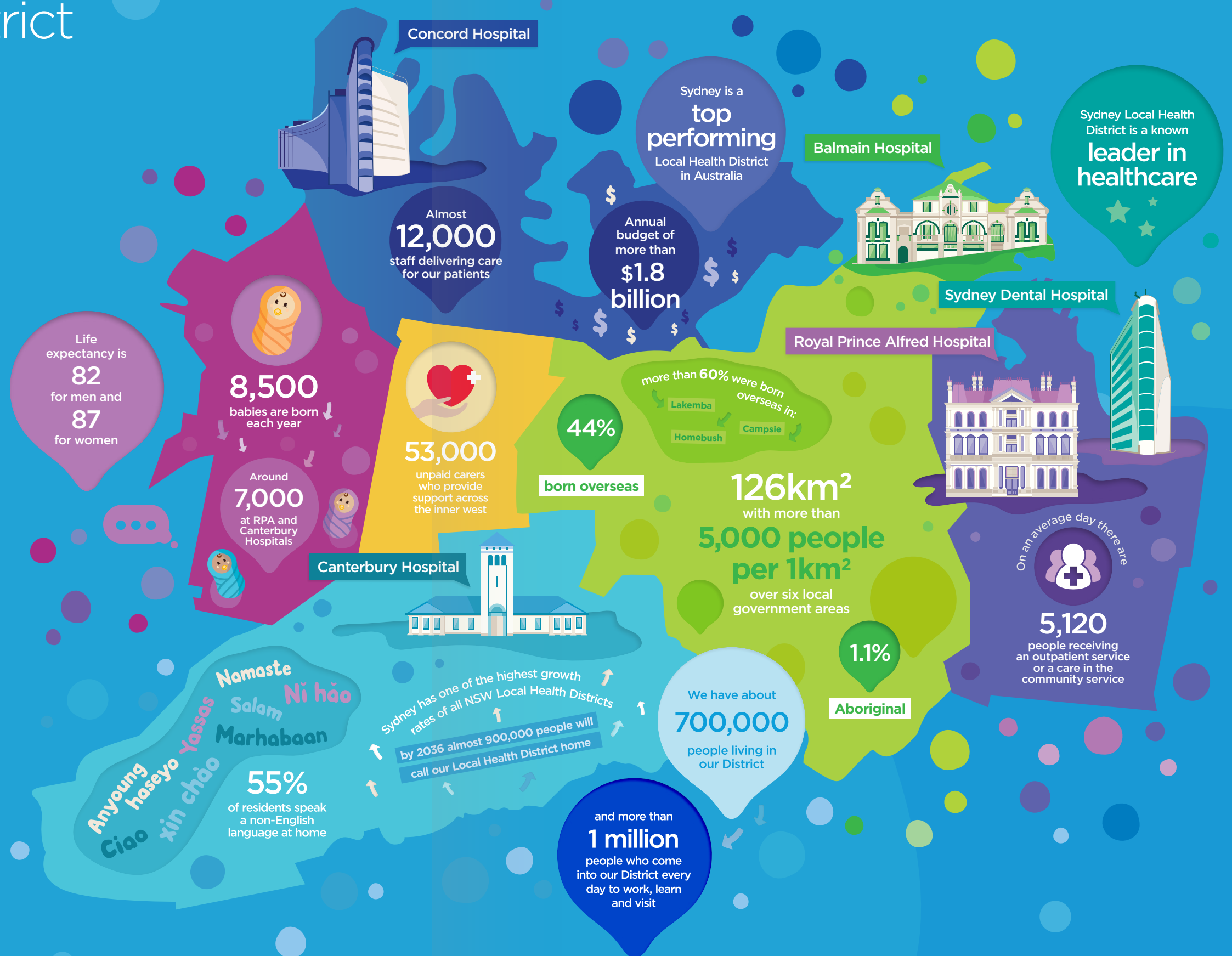


Welcome to Sydney Local Health District,  
one of the top performing local health  
districts in New South Wales.

Our District is located in the centre and inner west of Sydney and is made up of the Local Government Areas of the City of Sydney (part), Inner West Council, Canterbury-Bankstown (part), Canada Bay, Burwood and Strathfield. It covers a geographic area of approximately 126 square kilometres.

Sydney Local Health District is one of the most densely populated Local Health Districts in NSW and it is experiencing a period of rapid transformation and growth.

## Highlights 2018-19



Sydney Local Health District provides  
**excellence in health and healthcare for all**





## Our diverse communities

Traditional custodians of the land covered by the District are the Gadigal, Wangal and Bediagal people of the Eora Nation. Around 5,000 people (1.1 per cent of the population) identify as being of Aboriginal and Torres Strait Islander heritage; however we are aware that the number is much greater than this as many of our community members come from rural areas and continue to identify with their rural communities. We are undertaking a project with the Aboriginal Medical Service, Redfern and the Metropolitan Local Aboriginal Land Council to increase identification in our area.

The District is rich in cultural and social diversity with almost half of the District's population speaking a language other than English at home including significant numbers of refugees, asylum seekers and special humanitarian entrants. Almost nine

per cent of the District population speaks little or no English. The major languages spoken at home include Chinese languages, Arabic, Greek, Korean, Italian and Vietnamese.

A feature of the District's social diversity is our proud lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community. A number of our suburbs have the highest proportions of same-sex couples in Australia.

Sydney Local Health District is characterised by socio-economic diversity, with pockets of both extreme advantage and extreme disadvantage. The District is characterised by a large population of people who are homeless – over 6,000 people.

Our population is ageing, with the current number of residents aged over 70 projected to increase by 65 per cent by 2031. There are 4500 elderly people living in residential aged care facilities.

More than 28,000 people with a disability live in the District (ABS 2016) and there are over 53,000 unpaid carers who provide support across the inner west.

Each year, almost 8500 babies are born to mothers residing in the District.

\*Source: Australian Bureau of Statistics 2016; Dept of Planning and Environment 2016

## How we deliver our services

Sydney Local Health District is made up of hospitals and health services delivered in various locations in the community and also in people's homes. We also have a governing Board, administrative, research and training and other support services which enable us to deliver excellent healthcare.



## Our Strategic Plan

The Sydney Local Health District Strategic Plan 2018-2023 was officially launched in 2018-19, setting the roadmap for our organisation over the next five years. It outlines our priorities and our strategic focus areas. These reflect the Strategic Directions of NSW Health (keeping people healthy, providing world class clinical care and delivering truly integrated care) and our CORE values.

In 2019 we continued to work on significant plans for the future of healthcare in our District. We worked with our staff and community to develop local Strategic Plans for our Hospitals, Services and Clinical Streams, as part of the implementation of the District's five year Strategic Plan, 2018-2023.

All of the plans share our common vision for excellence in health and healthcare for all.

### In 2018

- Sydney Local Health District Aboriginal Health Strategic Plan 2018-2022  
The plan underpins the District's strong commitment to closing the health gap between Aboriginal and non-Aboriginal people and has adopted the six strategic directions of the NSW Aboriginal Health Plan 2013-2023
- Sydney Local Health District Research Strategic Plan 2018-2023
- Waterloo Health Forum – brought together partners to discuss the range of health impacts associated with a high density inner-city redevelopment
- Multicultural Leader's Forum – representatives from local councils, multicultural service organisations and NGOs joined the discussion about the health priorities for culturally and linguistically diverse communities
- Planning processes commenced for key District facility and service plans and clinical stream position papers

### In 2019:

Consultation, planning and development of key facility and service plans and clinical stream position papers 2019-2024 including:

- Hospital (Facility Plans) - Royal Prince Alfred Hospital, Concord Hospital, Balmain Hospital, Canterbury Hospital and Sydney Dental Hospital and Oral Health Services Sydney Local Health District
- Service plans – Community Health, Population Health, Public Health Unit, Institute of Academic Surgery at RPA, Diabetes and Eating Disorders
- Position papers – Cancer Services, Cardiovascular, Drug Health Services and Women's Health Neonatology and Paediatrics

## Organisational Wide Accreditation Assessments

In Sydney Local Health District there were three Organisational Wide Accreditation Assessments conducted during 2018-19, two of these were under the First Edition of the National Safety and Quality Healthcare (NSQHS) Standards and the third under the Second Edition of the Standards. During late 2018 Concord Repatriation General Hospital and Canterbury Hospital achieved organisational wide accreditation under the First Edition.

In March 2019 Mental Health Services achieved accreditation with all actions met under the Second Edition of the NSQHS Standards. This was a great achievement for our Mental Health services.

Sydney Local Health District Oral Health Services also underwent accreditation on July 1, 2019.





# Our strategic focus areas



## Our communities and environment

- Engaged, empowered and healthy communities
- A healthy built environment
- Equitable care
- Focus on prevention



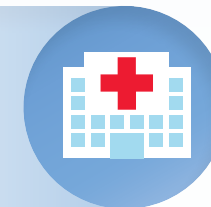
## Our patients, families, carers and consumers

- Care is patient and family centred
- Patients can access care as close to home as possible



## Our services

- Responsive integrated, culturally safe and competent multidisciplinary services



## Our facilities

- High quality facilities with leading edge technology to meet future demand
- Information Communication Technology that better supports performance and personalised care
- A sustainable health system



## Our staff

- Empowered and resilient workforce
- Employees supported to deliver the highest quality care
- A diverse workforce within a culturally safe and competent health system



## Our research

- Drive a culture committed to research, informed by evidence and the consumer experience
- Rapid translation of research to practice
- Collaborative research

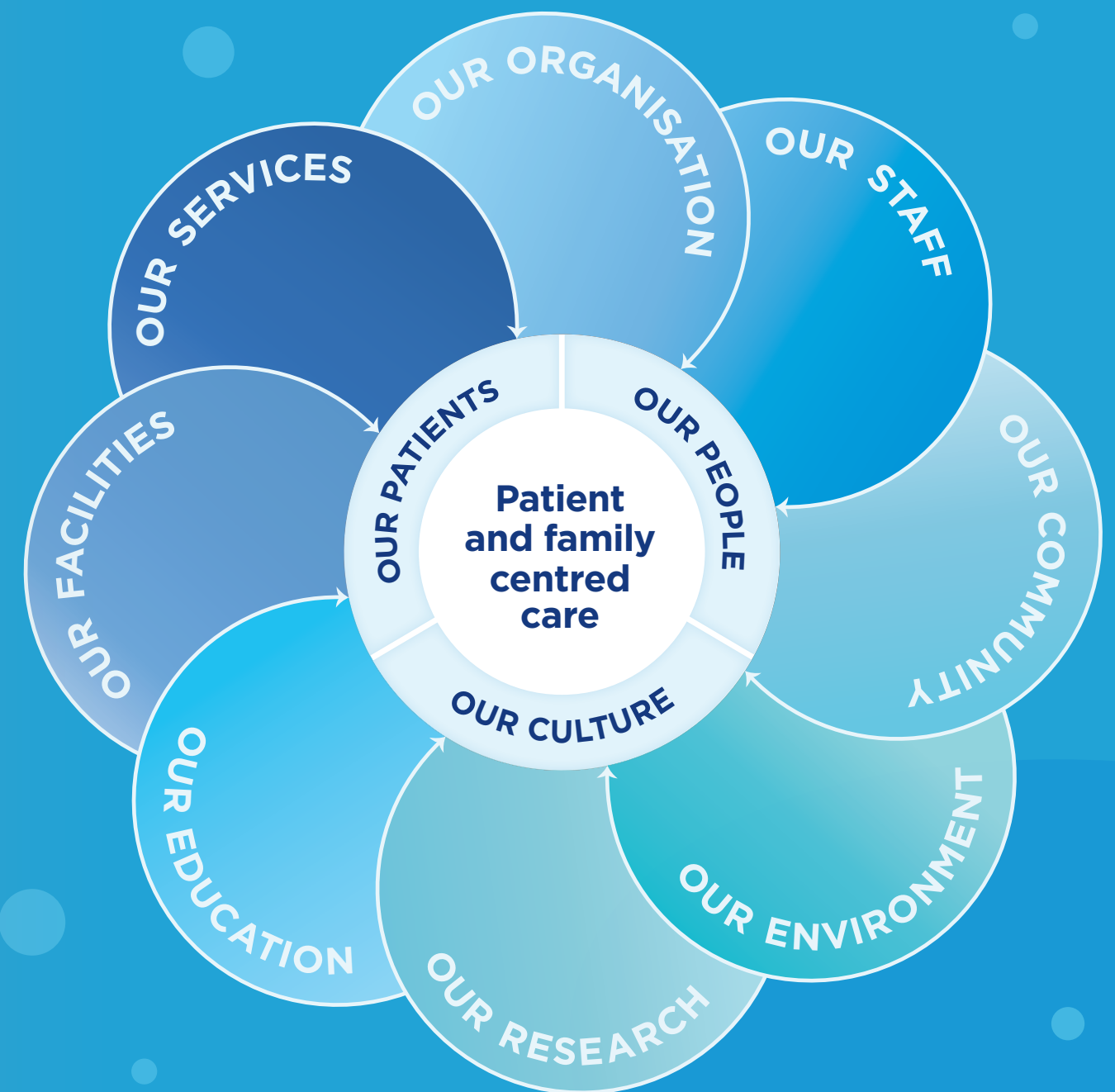


## Our education

- Foster a culture of innovation, change management and collaboration
- Evidence-based education and training
- State of the art education facilities



Our patients. Our people.  
Our culture.



## Patient and Family Centred Care

People are at the heart of everything we do in Sydney Local Health District. Our patient and family centred approach to delivering healthcare for our community, in our community, provides a sound framework for our decision making and day-to-day business. This is possible because of the incredible team of people in Sydney Local Health District and the work they do every day. This is our **culture**.

We have regular opportunities to engage our community in our organisation. Consumers actively participate in the daily work of the District. Some examples include being part of our formal consumer participation network, feedback and consultation

sessions, clinical co-design, committee representation, community events, fundraising and donations and volunteering. We are proud to have the largest mental health Peer Worker program in Australia for people with a lived experience of mental illness.

### Partners in Care

In Sydney Local Health District we recognise the people important to you as Partners in Care. Following a pilot of the policy and program at Balmain Hospital, Partners in Care is being implemented in all facilities District wide.





## A simple act leads to a lasting friendship

### It was a simple act.

"I saw Barbara just there by herself. I thought 'she looks so vulnerable.' You could see that she was very tired. Exhausted.

"It was just pure instinct. I said 'You look like you need a hug.' And then she said 'Yes,'" explained hospital assistant Azra Imsirovic.

That's how Azra first met Barbara and Alan Crawford.

Alan had been diagnosed with chronic heart failure and had just told his wife his doctors had given him between three and six months to live.

During months that followed, Alan, a renowned Australian craftsman who's designed many well-known Sydney monuments, including the Diggers on the Anzac Bridge, was admitted to RPA's Coronary Care Ward multiple times.

When he was in hospital, the couple looked forward to Azra coming to clean his room.

"I would always hope that it would be Azra on duty. She was here to work, of course and she did a very good job.

We'd chat... she was always smiling, happy and she had a lot of empathy," Alan said.

Azra approaches each day with the comfort of RPA's patients top of mind.

"She was so exhausted and just constantly thinking about what do to next and never gave up...And that kind of spurred me on, to sort of keep working and speaking to them to show them my support," she said.

For Sydney Local Health District's Chief Executive, Dr Teresa Anderson AM, it's a heart-warming story and one that unfolds in different wards across the District's hospitals every day.

"It's not only our doctors and nurses who are at the forefront of caring for our patients. Our hard-working support workers - like Azra - play a significant role too.

"These simple acts of compassion, have a lasting impact on our patients and their families during what is often a distressing time," she said.

Barbara, Alan and Azra shared their story during Sydney Local Health District's Patient and Family Experience Symposium.

"We work for the patient. That's our main goal. So, no matter if you're a nurse or a doctor or a ward assistant... we all play a part. Yes, my part is very small but I have to be a part of the cycle ...That's how I approach my day."

**Azra Imsirovic,**  
Hospital Assistant, RPA



Watch Azra's story at  
[slhd.nsw.gov.au/sydneyconnect](http://slhd.nsw.gov.au/sydneyconnect)

## YouTube helps young patient

### share his cancer journey

**Tyler Blah, 24, is studying medicine at Notre Dame University. His life was turned upside down last year when he was diagnosed with acute myeloid leukaemia (AML).**

He has set up his own YouTube channel and scripts, films and edits videos that document his journey as a young patient having aggressive chemotherapy to treat his cancer.

"Sharing my experiences on YouTube is a way that I can help people. My diagnosis felt unfair but it's not unique. And it was important to share. It's empowering. It's been valuable to have people reach out to me too," Tyler said.

Every day there may be up to 45 young people, like Tyler, who are patients at RPA.

The videos are raw and honest. They're confronting at times too, yet optimistic.

Watch Tyler's story at  
[slhd.nsw.gov.au/sydneyconnect](http://slhd.nsw.gov.au/sydneyconnect)



## miracles do happen

Heidi Castleden has been a patient of RPA's Professor Geoff McCaughn, Director Gastroenterology and Liver Services since she was a teenager - she's one of just a small number of women who have had a baby after an organ transplant.

"Patients often credit us with doing a lot... we guide the patients, but the patients themselves, people like Heidi, what they've been through, they are their battles and they win them and they're just amazing people." Professor McCaughn

The story of Heidi, her husband James and their tiny miracle, daughter Polly, warmed our hearts at the 2018 Annual General Meeting and again at our Gift of Life service in 2019.

"I've been lucky enough to have two transplants over the last 36 years. The first one was difficult... but gave me a lot of life. The second one, has given us more than we could ever ask for..." Heidi Castleden.

### Polly Castleden sums up the reason we support organ donation.

This gorgeous 11-month-old was born at RPA after mum Heidi's life was saved twice thanks to two generous families.

Diagnosed with primary sclerosing cholangitis as a teenager, Heidi, from Cowra, underwent her first liver transplant at RPA when she was in her 20s.

Ten years later, her condition again worsened and she was given about a month to live. Fortunately, another liver became available and she underwent a second transplant.

With her new life, Heidi and husband James set about having a family, but things didn't go exactly to plan.

After several miscarriages, Heidi made the decision to move to Camperdown a few months into her pregnancy with Polly, renting an apartment close to RPA while James stayed working in Cowra.

For almost five months, she attended weekly hospital appointments to suppress her post-transplant antibodies and ensure her body didn't reject the baby.

It worked. On September 6 last year, Polly made her entrance at RPA. She spent several weeks in our neonatal intensive care unit before heading back to Cowra with her very grateful parents.

If you have not yet registered as an organ donor, please visit  
[donatelife.gov.au](http://donatelife.gov.au)







# Balmain Hospital

Balmain Hospital has been caring for our community since 1885.

It is a specialist hospital for aged care, rehabilitation and general medicine through the General Practice Casualty. Our staff provide high quality holistic care for people living in Sydney's Inner West.

Balmain is part of the network of hospitals in Sydney Local Health District with strong links to Royal Prince Alfred Hospital.

## Highlights:

- Implemented eMEDS or the Electronic Medication Management System across Balmain Hospital, a transition from paper based medication management. eMEDS provides improved patient safety and efficiency.
- Refurbished the General Practice Casualty following a generous donation from a local family. The upgrades saw improvements to the waiting and triage areas and a dedicated children's area.
- Piloted and launched the District's innovative Partners in Care policy and program. Partners in Care recognises the people important to our patients as partners in their care. Partners in Care are encouraged to be involved to support our patients to the level they choose and visit when it suits most.
- Installed bedside patient entertainment systems.
- Developed a new Balmain Hospital Strategic Plan in consultation with staff, consumers and stakeholders.



Balmain Hospital

Caring for  
our community  
since 1885







Canterbury Hospital

**Celebrating  
90 years healthy  
together**



# Canterbury Hospital

Canterbury Hospital is a metropolitan acute general hospital which has been caring for our community since 1929.

It offers emergency medicine, general surgery and medicine, obstetrics and gynaecology, paediatrics, aged care, rehabilitation and a range of outpatient services.

Canterbury Hospital was redeveloped in 1998 to expand the range of services offered to include a community health centre, Tresillian Family Care Centre, a specialised after hours General Practice service and drug health clinic.

Canterbury Hospital is right in the heart of the network of hospitals and services which make up Sydney Local Health District.

## Highlights:

- Commenced \$6.5 million Canterbury Hospital Emergency Department Expansion.
- Continued planning for the expansion of Canterbury Hospital.
- Celebrated 90 years of providing excellent healthcare in our community.
- Continued our digital transformation toward a fully-integrated eMR which includes PowerChart Cardiovascular, eTrack in operating theatres and hospital wide eMEDS (electronic medication management). In the 2019-20 financial year Canterbury Hospital implemented PowerChart Maternity.
- Established Chronic Heart Failure services as part of our value-based healthcare strategies, with plans for Osteoarthritis and Osteoporosis Services.
- Collected Patient Reported Experience Measures (PREMs) for every patient presenting to the ED, admitted to the hospital and attending an outpatient clinic appointment. More than 5,700 surveys were completed through the Cemplicity Platform, with 84 per cent saying the quality of care was good or very good.
- Opened our doors to the Community, holding a Hospital Open Day in November 2018.
- Developed a new Canterbury Hospital Strategic Plan in consultation with staff, consumers and stakeholders.







# Canterbury Hospital celebrates 90 years



Doctor Matthew Chu describes Canterbury Hospital as the heart of the community.

"The community has a very strong connection to this place and I don't think that's changed," Dr Chu, who's worked at Canterbury for 35 years, said.

The hospital, then known as the Canterbury District Memorial Hospital, opened its doors on 26 October 1929. A tower, over the hospital's original entrance, is still a landmark on Canterbury Road today.

Back then, it was the first major hospital in the district. A few years earlier a committee had been set up to raise funds to build it.

Mavis Stephens, 99, grew up in Campsie and her father, who had a milk run, helped collect donations.

"I still remember my father going slowly up and down Beamish Street with two horses and a dray. People would put money [to donate to the hospital] into the little pouches on the side of the dray," she said from her Sydney nursing home.

"My mother baked cakes. She'd be on one of the tables [that lined the footpath] as you walked down Beamish Street. Cakes, jams, pickles. You name it, they would sell it and the money raised went to the hospital."

Fundraisers also included an aviation show, races, parades, a fancy dress competition and balls. A site was later selected for the new hospital and in 1927, about 1000 people attended a ceremony for the laying of the foundation stone. It's estimated the hospital cost about £31,000 to build.

When it opened two years later, it had 28 beds to serve a population of 70,000. In its first year it saw 587

patients and was staffed by doctors, nurses, nine specialist consultants and three dentists.

In the 1930s, Eileen Kinsey was among the first nurses to train at Canterbury.

Eileen and her daughter Roslyn Vander Sandt became the first mother and daughter to both train as nurses at Canterbury Hospital.

During the Depression, the hospital held Egg and Potato Day appeals. In 1936, local public schools donated more than 3000 eggs and more than 800 pounds of potatoes.

The hospital expanded adding extra beds and new medical services during the 1930s and 1940s. Maternity and outpatient wards were added in the 1950s.

The expansion of the hospital buildings and services continued through the 1960s, 1970s and 1980s to meet the changing needs of a growing community.

The hospital was slated for closure in the mid-1990s but a public campaign by the local community helped overturn the decision.

Just over 20 years ago the hospital underwent an \$80 million redevelopment which included five new operating theatres, a 24-hour emergency department, a new radiology department, a maternity ward with private rooms for mothers and a new community health centre. At that time, the hospital had 217 beds to cater for a population of 130,000.

At one time, Shirley Smith was primarily responsible for fundraising at the hospital.

"Community support made this hospital. The generosity of local organisations and residents was enormous," she said, recalling one woman who contributed \$25 a fortnight for many years.

"That was pretty special. And, just as significant as the bigger financial donations. That's what made it a community hospital," she said.

The hospital currently provides a wide range of hospital services, with a focus on maternity, paediatrics, aged care, general medicine, general surgery and ambulatory care, to a population of 175,000 people many of whom have multi-cultural backgrounds.

There are also other healthcare services on-site including a community health centre, the Tresillian Family Care Centre and an after-hours General Practice Service.

Work has started on a \$6.5 million expansion of the hospital's Emergency Department and a masterplan has been put together to ensure that the hospital meets the community's needs well into the future.

When asked why he's chosen to remain at Canterbury, Dr Chu pauses. "My heart is here. I value the community here. It's one of the reasons I stay."

"The staff work together very well. And, they have one purpose in mind. And, that's looking after the patients in the community that they serve," he said.







# Concord Hospital

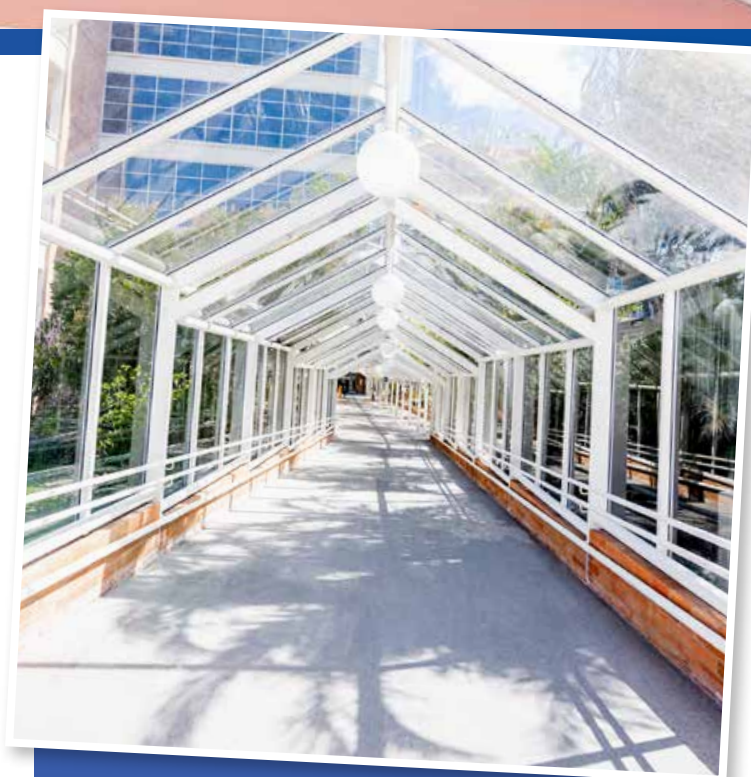
Concord is one of the state's leading teaching hospitals.

Concord is part of Sydney Local Health District's network of hospitals and services and offers a comprehensive range of specialty and sub-specialty services - many are recognised nationally and internationally as centres of excellence. These include the state-wide burns service, colorectal surgery, laparoscopic surgery, molecular biology and genetic laboratory, aged and extended care, gastroenterology and palliative care.

This year Concord Hospital opened the doors to Australia's first National Centre for Veterans' Healthcare to support the health and wellbeing of veterans' and their families.

## Highlights:

- Turned the sod to officially commence the \$341 million redevelopment of Concord Repatriation General Hospital, which will include the nation's first centre for veterans and their families.
- Commenced the pilot service of Australia's first National Centre for Veterans' Healthcare.
- Refurbished and officially opened two operating theatres.
- Implemented the Electronic Medication Management system (eMEDS) and eMEDS Infusions for patients as part of the digital transformation of our services.
- Installed three new digital radiology x-ray machines in the Radiology Department.
- Opened a new ICT Smart Room to support staff and student training.
- Celebrated the five year anniversary of the Sydney Cancer Survivorship Centre.
- Celebrated the five year anniversary of the Concord Centre for Palliative Care.
- Developed a new Concord Hospital Strategic Plan in consultation with staff, consumers and stakeholders.



Simon Fieldhouse

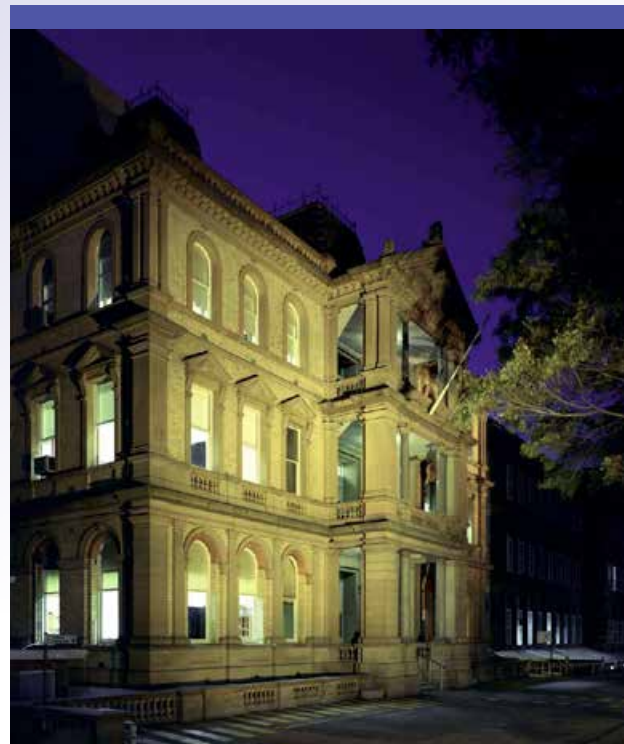


## Concord Hospital

One of the state's leading teaching hospitals







Simon Fieldhouse



## RPA Hospital

Named among the top 100 hospitals in the world in Newsweek's 2019 World's Best Hospitals list



# Royal Prince Alfred Hospital

Royal Prince Alfred is one of Australia's leading hospitals.

RPA is a premier tertiary and quaternary referral hospital, recognised as a leader in healthcare excellence and innovation. A key hospital of Sydney Local Health District, RPA serves its local community and patients from across NSW, Australia and internationally.

Since its foundation more than 135 years ago, the staff at RPA have pioneered innovative techniques, treatments and complex interventions.

RPA has a national and international reputation for excellence, established through the efforts of staff in patient care, teaching, research and support services.

## Highlights

- Announced a \$750 million redevelopment of Royal Prince Alfred Hospital. It is the most significant upgrade in the Hospital's 135 year history. The redevelopment will include a significant expansion and modernisation of the Emergency Department and funding for medical imaging, theatres, inpatient beds and integrated ambulatory care services.
- Opened a new six bed resuscitation bay as part of a \$3 million state-of-the-art upgrade to RPA Emergency.
- Achieved a major milestone for the digital transformation of our services, with the implementation of the Electronic Medication Management System (eMEDS).
- Celebrated 3000 kidney transplants at Royal Prince Alfred Hospital.
- RPA's Director of Renal Medicine won "The Big Idea" during Innovation Week with \$45,000 in pre-seed funding to build an improved chair for dialysis patients.
- Achieved significant milestone - 100,000 PET CT scans at RPA. Installed two new PET CT scanners to further improve diagnosis and treatment of disease.
- Commenced Aboriginal Traineeship program at RPA in June 2019 with five successful applicants employed as Assistants in Nursing.
- Hosted an Open Day in November 2018.
- Developed a new Royal Prince Alfred Hospital Strategic Plan in consultation with staff, consumers and stakeholders.







# Sydney Dental Hospital

Sydney Dental Hospital has been serving the community since 1904. It is a university teaching hospital which provides public oral health services for NSW.

Throughout its history, Sydney Dental Hospital has been a key driver in shaping oral health and dental care in Australia with a strong focus on oral health promotion.

The famous flatiron shaped building in Chalmers Street stands proudly above Central Railway Station. In addition to Sydney Dental Hospital, Oral Health Services operate community based oral health clinics, providing a broad range of specialist and general dental care for eligible patients across Sydney Local Health District, South Western Sydney Local Health District and Northern part of South-Eastern Sydney Local Health District.

There are five community oral health clinics located at Canterbury, Concord, Croydon, Marrickville and Sydney Dental Hospital.

The Dalarinji Oral Health Clinic is based at Sydney Dental Hospital and provides emergency and general dental services to Aboriginal and Torres Strait Islander people.

## Highlights:

- Achieved Accreditation against the Second Edition of the National Safety and Quality Healthcare Standards in July.
- Transformed the experience for patients and visitors on arrival at Sydney Dental Hospital by appointing a Concierge, social worker and legal aid representative.
- Won a Pitch for \$11,000 for the DentArterie program.
- Enhanced digital systems with the Titanium Admin Go-Live and implemented the Interactive Voice Response system in the Community Oral Health Information and Intake Service for better streamlining of calls.
- Trialled an updated surgical residency program.
- Reactivated the 10-day Basic Surgical Skills program.
- Developed a new Sydney Dental Hospital and Oral Health Services Strategic Plan in consultation with staff, consumers and stakeholders.



Sydney Dental Hospital

Caring for  
our community  
since 1904



Simon Fieldhouse





# The Walker Estates

## Yaralla Estate

Yaralla is an Aboriginal word for dwelling place.

It is of outstanding cultural significance to NSW, having direct historical links with the early days of the colony of NSW. It remains an exceptionally rare complete example of a large Edwardian private residential estate so close to a major city.

Sydney Local Health District maintains the estate in accordance with the wishes of the Walker Trust. Set up in the 1930s by the important mercantile and philanthropic Walker family, it is the largest community bequest of its era to survive in an intact form in NSW.

The Dame Eadith Walker Estate is listed on the Register of The National Estates and is classified by The National Trust of Australia (NSW).

## Yaralla – for our community

Since 1988 the Estate has remained in use for health-related purposes, managed by Sydney Local Health District, including for palliative care for people living with HIV-related dementia, a day stay unit for patients with dementia, a step down clinic for rehabilitation for the NSW Statewide Burns Injury Service.

The Yaralla Estate Community Advisory Committee was established in late 2013. Its role is to advise the Chief Executive of Sydney Local Health District on maintaining and using the estate for the benefit of the Local Health District and the community.

In 2018-19, Sydney Local Health District and the Heritage Society negotiated for an ornate wishing well located in the grounds of a property in Yarralumla, Canberra, to be returned to Yaralla Estate. Restoration work was also carried out on the driveway. Parking spaces and walking trails were also upgraded.

The grounds of the Yaralla Estate are open year round for the community to explore. Sydney Local Health District hosts community events at Yaralla Estate including the Yaralla Festival, Carols at Yaralla and movies under the stars on Australia Day.

### Select References

Dame Eadith Walker Estate Conservation Management Plan, Rappoport Heritage Consultants, 2014 [www.slhd.nsw.gov.au/yaralla/pdf/Yaralla-Estate-Conservation.pdf](http://www.slhd.nsw.gov.au/yaralla/pdf/Yaralla-Estate-Conservation.pdf)  
 Dame Eadith Walker Convalescent Hospital Statement of Significance, NSW Office of Environment and Heritage [www.environment.nsw.gov.au/heritageapp/heritagesearch.aspx](http://www.environment.nsw.gov.au/heritageapp/heritagesearch.aspx)



## Did you know?



The Dame Eadith Walker Estate, also known as Yaralla Estate, is 37 hectares of land on the banks of the Parramatta River at Concord.



## Wishing well returns home to Yaralla Estate

**Heritage consultant Margaret Betteridge first learnt about the existence of an ornate wishing well when she was working on a restoration project at Yaralla in 2016. But she was mystified when she visited the grounds and the well wasn't there.**

But last year, she was inspecting historical homes in Canberra when she spotted a well in the grounds of Westridge House at Yarralumla. The two hectare property was built in 1928 for the principal of the-then Australian Forestry School.

"I thought, that has to be the wishing well from Yaralla," Ms Betteridge said.

The wishing well had no connection – visually or aesthetically – to Westridge

House. "It looked really out of place. It looked medieval... much older than the house. It didn't fit," she said.

Images of a lion, a vase, a griffin within a laurel wreath and a cloaked, winged figure with a halo are carved on the well.

Ms Betteridge took photos of the well and, when she returned to Sydney, compared them to a black and white photo that had been taken in the grounds of Yaralla in the 1920s.

"I was certain, judging from the placement of the cracks, that it was one and the same. It matched up exactly... all the detail was the same... the cracks in the limestone.

Following the discovery, Sydney Local Health District negotiated for the well to be returned to Yaralla Estate in time for Christmas 2018.



Listen to Radio 2GB's Michael McLaren talking to the Daily Telegraph's History Editor Troy Lennon about the Yaralla wishing well. [2gb.com/podcast/history-with-troy-lennon-37](http://2gb.com/podcast/history-with-troy-lennon-37)



# The Walker Estates

## Rivendell Estate

Rivendell is considered one of Sydney's best kept secrets.

It is a rare, unchanged example of a late 19th century institutional complex built in one major phase. It was built on the Walker Estates on the foreshores of Sydney Harbour and the Parramatta River. The only other surviving example is Callan Park.

Thomas Walker bequeathed £100,000 to build a convalescent home at Rivendell, on the banks of the Parramatta River. The building, designed by John Sulman, was commissioned following his death in 1886. A further £50,000 was provided by his daughter Eadith, sister Joanna and Eadith's companion, Anne Sulman (nee Masefield).

It is considered to be John Sulman's finest work in Australia.

The building was made of brick and sandstone with elaborate carvings, marble fireplaces and fine masonry and was officially opened on 21st September 1893 as a free convalescent hospital. Patients were referred by many Sydney Hospitals including St Vincents, Royal Prince Alfred and Sydney Hospitals. In the first year of operation, 608 patients were admitted. The poet Henry Lawson was at one time a patient and penned a poem entitled "The Unknown Patient" published in The Bulletin. Over 70,000 patients convalesced at the hospital, including servicemen from the 1914-18 and 1939-45 World Wars.

In 1894, the Joanna Walker Memorial Childrens' Convalescent Hospital was opened in a separate building in the grounds. It was also designed by John Sulman. It was built around a central glassed-in courtyard featuring a Doulton fountain in the centre. A feature of the building are the leadlight panels with inscribed with eight verses.

The other significant buildings on the estate are the Land Gate House and the Water Gate House.

Until 1979, the hospital was administered by the Perpetual Trustee Company but funds were dwindling and provision of a free convalescent hospital was no longer feasible. The hospital was transferred to Sydney Local Health District. It is now home to the Rivendell Adolescent Unit including Rivendell School.

In 1999, the buildings underwent extensive restoration.

### Select References

Canada Bay Heritage Society  
Rivendell School website [www.rivendell.nsw.edu.au/about-us/our-history](http://www.rivendell.nsw.edu.au/about-us/our-history)



## Did you know?



Rivendell is the name from the novel by J.R.R. Tolkien and was chosen because in The Hobbit Rivendell is a place to rest and recuperate – a sanctuary for those on difficult journeys.





## NSW Public Health staff band together

### to save a little boy's life

#### RPA Hospital

**The Australian healthcare system is among the best in the world and Raiden Stewart's story makes us all proud to be part of it.**

In an extraordinary collaboration, more than 30 clinicians across four local health districts and NSW Ambulance worked together, to save the eight-year-old boy's life.

Raiden first presented at Central Coast Health's Wyong Hospital with a respiratory infection.

Clinicians there quickly transferred him to HNE Health's John Hunter Children's Hospital where he was admitted to the ICU and put on life support.

He continued to rapidly deteriorate and a call was made to Royal Prince Alfred Hospital's ECMO retrieval team.

ECMO, or extracorporeal membrane oxygenation, is a heart lung bypass machine which keeps blood and oxygen

flowing to a patient's brain and body while their heart or lungs heal from infection or injury.

The RPA team - intensivist Dr Tim Southwood, anaesthetist Dr Jo Irons and cardiothoracic surgeon Dr Brian Plunkett - had not previously put a child on ECMO but knew Raiden had only hours to live.

They didn't hesitate.

They put an urgent call in to The Children's Hospital at Westmead to send child-sized tubing by ambulance under lights and sirens to Bankstown airport for collection by a medical helicopter, which then flew on to RPA.

Tim, Jo and Brian quickly loaded their ECMO equipment onboard and flew to Newcastle.

Meanwhile, clinicians at John Hunter urgently cleared an interventional radiology suite so the team could connect Raiden to the machine.

Once connected, he was then loaded back on to the chopper and flown to The Children's Hospital at Westmead where the RPA team helped transfer him from their portable ECMO machine to Westmead's own system.

After 11 days on ECMO, Raiden has fully recovered - and is now home with his very grateful parents.



## Centenarian Nola stays STRONG

#### Balmain Hospital

**She may be turning 102 this year, but Nola Harris insists she's not remarkable.**

"The only remarkable thing about me is that I'm still alive," she says with a laugh.

A former court reporter in the army, Nola still lives independently, navigating the stairs in her home and garden each day. She likes doing her own grocery shopping and puts in one day a week volunteering at the Uniting Church in the city.

She's also started weight training twice a week at Balmain Hospital's Centre for STRONG Medicine - and is pretty impressed with the service.

"It's definitely helping me. I do whatever they tell me to do and it's not unpleasant at all. They even give you a protein drink at the end, which I quite like."

Nola, who suffered a stroke several years ago, is one of several regular clients at the STRONG clinic, where

exercise-based medicine is used to treat older people with a range of chronic conditions such as arthritis, heart disease, depression, diabetes and osteoporosis.



## Staff inspired by patient

### at Concord Hospital

#### Concord Hospital

**Mick O'Dowd spent almost eight months in Concord Hospital this year, following an infection which cost him all four limbs - and almost his life.**

On Boxing Day 2018, doctors discovered a necrotising myositis, or flesh-eating bacteria, in his hip after he presented with back pain.

Mick's body went into septic shock and multiple organ failure and he was placed on life support in the Intensive Care Unit.

"We had to say goodbye so many times," his wife Katharine recalls.

The only way to save his life was to amputate both arms and legs.

Now, Mick, 45, is embarking on the next stage of his journey - rehabilitation at Prince of Wales Hospital.

As he prepared to leave the ward, nursing, medical and allied health staff from across the hospital came to hug the man who has climbed metaphorical mountains since his diagnosis.

"He's been an inspiration in the way he has handled a dreadful, life-changing event," Burns nurse unit manager Chris Parker said.

"He and his wife have been so positive and worked so hard. They never gave up. We get emotionally connected so it's sad to see him go, but also great because he's moving on to the next stage."

"I'm just so grateful for everything. It feels amazing to be making solid progress. But this is Base Camp. Now I have to start climbing," he said.

## High-tech upgrade for hospital X-ray equipment

#### Canterbury Hospital

#### Concord Hospital

**New high-tech digital X-ray equipment has been installed at Canterbury and Concord hospitals.**

"The Digital Radiography (DR) machines use the latest technology. These advances mean there'll be advantages for our patients and for the doctors treating them too," Tat Poon, acting chief radiographer at Concord Hospital, said.





## KIDNEY CENTRE AT RPA



## 3000 kidney transplants at RPA

### RPA Hospital

**In July the RPA Transplant Team performed their 3000th and 3001st kidney transplants.**

The first kidney transplant was performed at RPA in 1967. At the time, the hospital had a two-bed renal ward and one dedicated nurse per shift.

Today, RPA has a 24-bed transplant unit supported by 50 outpatient staff and a

team of world-renowned physicians, surgeons and nurses.

In the 52 years since renal services began at RPA, the hospital has become a world-leading transplant centre. In the early years, only about 10 patients a year received transplants.

Last year, the team achieved a record 135 transplants and outcomes for recipients

are among the best in the world.

Also this year, the Kidney Centre moved its service to the Professor Marie Bashir Centre and put together a new history wall for patients and their families.

If you'd like to become an organ donor, please register at [donatelife.gov.au](http://donatelife.gov.au)



**"It's not going to stop me. I've got to live life. You've got to be positive. I've still got a lot of living to do. I've got grandchildren who I want to see grow-up."**

**Jill Coinakis, patient**

remove all the visible tumours from the abdominal cavity," RPA's Dr Nabila Ansari said.

"Then we add a heated chemotherapy drug into the cavity at the time of surgery to treat the cancer that may still be there but that we can't see."

That part of the procedure is called heated intraperitoneal chemotherapy or HIPEC.

RPA is one of two public hospitals in NSW where the surgery is performed. RPA's first case was in April 2017 and last year, the team carried out -67 operations.

## Major milestone for complex cancer care

### RPA Hospital

**Jill Coinakis is the 100th patient who's had radical cancer surgery performed by a highly-skilled multi-disciplinary team at Royal Prince Alfred hospital - an operation, which in some cases, may be a patient's only hope for a cure.**

The team performs a complex procedure for treatment of cancers of the peritoneum - the lining of the abdominal cavity. The cancer may have also spread to the surface of organs inside the cavity.

"The operation that we do is called cytoreductive surgery, or CRS. We

## Thankful for excellent care

### RPA Hospital

**Rod Delaney was 42 floors up working on the new Crown Sydney casino at Barangaroo when he got chest pain.**

Thankfully, a colleague bundled him into a car and drove him to RPA.

"I was so scared in the car. I've never been in hospital before so I was freaking right out," he said.

During assessment in the Emergency Department, Rod went into cardiac arrest and couldn't be resuscitated. ED trauma specialists made the decision to put him on ECMO (extracorporeal membrane oxygenation), a machine

which bypasses the heart and lungs and keeps blood flowing to the brain.

While clinicians were getting the lines in to Rod's arteries, an automated Lucas machine delivered chest compressions for at least 30 minutes.

"At one point, my brother counted 21 people working on me at the same time," Rod said.

A coronary blockage was found by RPA clinicians and a stent was inserted. He spent several days in intensive care.

Cardiologist David Celermajer said Rod's recovery is testament to a remarkable health system.

"It is extraordinary that a man can come into the ED with a cardiac arrest that he can't be resuscitated from and walk out of hospital 10 days later. That doesn't happen without a lot of things going right and teams being coordinated and expert at what they do," he said.

"Hundreds of healthcare workers were involved in saving Rod's life, from ED to cardiovascular, anaesthetists, radiologists, the intensive care team. People worked together and swung into action very quickly," Dr Celermajer said.

## Palliative care centre marks 5 year anniversary

### Concord Hospital



**Margaret Meisel has been surprised.**

"It has been a totally different experience to what I expected. You just get the wrong impression about palliative care, don't you?"

Margaret's a cancer patient who's receiving care at the Concord Centre for Palliative Care, which is based in the grounds of Concord Hospital.

"It's very scary expression and it's totally different to that. I feel as though I'm not on my own. There's help there," she said.

The 20-bed inpatient Centre provides sensitive, compassionate and multidisciplinary care for patients in Sydney Local Health District who have a life-limiting illness and their families.

This year marks the Centre's fifth anniversary after first opening its doors in 2014.

"The main aim of palliative care is to improve patient's quality of life. The most important thing is helping patients live with their disease and live right through to the end," said the Centre's head, Associate Professor Ghauri Aggarwal.

"There's been so much activity over the past five years. Apart from the core work that we do, we have also developed an amazing complementary therapy program.

Palliative care aims to support patients and their families by addressing the physical, emotional, spiritual and practical needs associated with their illness and its treatment.

Care is provided by doctors, nurses, social workers, occupational therapists, physiotherapists, clinical psychologists, complementary therapists and volunteers.



# Aboriginal Health

The Aboriginal Health Unit provides advocacy, leadership, cultural support and education for our health service as well as to the Aboriginal Health workforce. The unit is responsible for the development of strategic partnerships, planning and performance and the coordination of Aboriginal health programs.



## Highlights

- Launched the Aboriginal Palliative Care Mural at Concord Hospital in March 2019
- Further developed cultural story throughout the District with Aboriginal imaging, including wall graphics and artworks, an Aboriginal staff polo shirt and merchandise.
- Co-chaired and provided secretariat support for the Sydney Metropolitan Aboriginal Health Partnership (SMLAHP) in 2019 with the AMS Redfern.
- Commenced Aboriginal bowel cancer screening project with AMS Redfern.
- Developed Aboriginal Health Impact Statements for all Sydney Local Health District Strategic Plans and Clinical Papers.



## Cultural Activities 2019

### Close the Gap event 20 March 2019

Sydney Local Health District's Close the Gap event, a collaboration between the Aboriginal Health Unit and the Aboriginal Mental Health team, unveiling of the Aboriginal Mental Health branding at the RPA Professor Marie Bashir Mental Health Centre, with guest presenters and a cultural performance with Aboriginal Dance Group



### Sorry Day 24 May 2019

National Sorry Day is an Australia-wide observance held on May 26 each year to remember and commemorate the mistreatment of the country's Aboriginal People.

### Aboriginal Health Stand at Sydney Innovation and Research Symposium 28 June 2019

Together, all Aboriginal Health Workers and Aboriginal Staff worked on our Aboriginal Stall at the Symposium, where we met other community members and district staff to promote our Aboriginal programs and projects that are planned for the district. We also held a Digeridoo Workshop and a Weaving Workshop on the day.



### NAIDOC Week at RPA NAIDOC Week 10 July 2019

Celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

**Voice. Treaty. Truth.** was the theme for 2019.



### Aboriginal Elders Olympics 16 September 2019

Held at the NCIE in Redfern, the Elders Olympics consist of five teams that take part in a range of games and activities with the intention of promoting physical health and wellbeing.





# Allied Health

Allied Health refers to a diverse range of therapeutic and diagnostic health services provided in our hospitals and services offered in the community.

Sydney Local Health District Allied Health formally encompasses the professions of Exercise Physiology, Nutrition and Dietetics, Occupational Therapy, Orthoptics, Physiotherapy, Podiatry, Psychology, Speech Pathology and Social Work. A small number of additional allied health professions are employed in clinical streams and include the professions of Diversional Therapy, Art Therapy and Music Therapy.

The services work as part of a multidisciplinary team with clients or patients to prevent or minimise disability and optimise function.



## Highlights

- Hosted the Sydney Allied Health Research Forum – Technology Advancing Patient Care, including the inaugural Allied Health Clinical Excellence Awards
- Welcomed more than 30 graduates to the Allied Health New Graduate Program
- Joined the pilot service for Australia’s first National centre for Veteran’s Healthcare
- Commenced the RPA Pelvic Mesh Service co-designed with patients
- Launch of ECT DVD, a consumer led project with mental health staff
- Implemented Occupational Therapy Hand Service at Canterbury Hospital.
- Established Allied health services in the Osteoarthritis Chronic Care Program at Concord and RPA Hospitals
- Assisted voting participation for all Concord Centre for Mental Health patients in the state and federal elections
- Social work and the Memory and Cognitive Disorders Clinic staff worked in collaboration with Arterie@RPA to develop Workshops on Music, Art and Poetry (WoMAP).
- Commenced the Social Work on-call after hours service at Concord Hospital
- Implementation of International Dysphagia Diet Standardisation Initiative throughout the district
- Reviewed service model for Gestational Diabetes Clinic at Canterbury Hospital, increasing the number of women who receive an initial dietitian assessment within 2 weeks of diagnosis.
- Successful application to the National Association of Diabetes Centres (Australian Diabetes Society) of the RPA Diabetes Centre, High Risk Foot Service, one of only two accredited High Risk Foot Centres of Excellence in 2019.
- Developed a new Allied Health Strategic Plan in consultation with staff, consumers and stakeholders.

## Technology Advancing Patient Care

**The Allied Health Forum provides an opportunity to showcase and celebrate the research activities of Allied Heath staff in Sydney Local Health District.**

This year, attendees were privy to a broad range of informative and exciting presentations bound by the common theme of Technology Advancing Patient Care. However, it was the keynote address by 23-year-old Christopher Hills and his father Garry Hills called ‘The Sky is the Limit’ that captured the attention of the audience.

“With today’s technology, it is not my body that limits me. It’s my

imagination,” Christopher said from his wheelchair with his father Garry translating.

At age 23 Christopher is living with both athetoid cerebral palsy and type 1 diabetes. He is restricted to a wheelchair, his speech is limited and he has almost no use of his arms. However, Christopher is also a successful video editor and runs his own video production business.

“My son now has friends and colleagues all around the world. He has rewarding and challenging work which he loves and gets paid for. He now has the ability to be himself,” Garry said.

So how does he do it? Christopher has a spec switch connected to the headrest of his wheelchair which is connected to another device that connects to his iPhone, mounted to his arm rest. Using Switch Control, which is part of the extensive accessibility preferences on Apple devices, it scans the elements on the screen of his device and when the element he wants to select is highlighted, he presses the spec switch with his head.

This enables Christopher to type emails, edit videos and do everything else available to users.

“With today’s technology, it is not my body that limits me. It’s my imagination... I am more powerful than you think.”

Christopher Hills



# Community Health

Community Health provides a range of services close to where people live.

Child and Family Health Services offer comprehensive universal, targeted and specialised intake, nursing, medical and allied health services to support the best development of children and enable families to live healthy and fulfilling lives.

Specialist Services include the Sexual Health and Community HIV Services; Youthblock Youth Health Service and the Sexual Assault and Domestic Violence Service.

Sydney District Nursing provides in-home nursing care and nursing clinics. These include; Acute and chronic wound care assessment and management; Community Palliative Nursing; end of life care and advanced care planning; Hospital in The Home; continence assessment and management; care for chronic medical conditions; HIV management; follow-up of Aboriginal patients with a chronic condition following discharge from hospital.

Growing  
healthy  
families children  
in Sydney Local  
Health District



**SYDNEY INSTITUTE FOR  
women, children  
and their families**

**35,933**

patients received care

**13,972**

patients received  
care in their homes

**4,951**

four-year old children  
had their vision tested

**9,192**

HIV tests  
conducted

**39,611**

calls managed through Child  
Health Information Link (CHIL)

## Highlights

- Established the Sydney Institute for Women, Children and their Families – a new research, policy and education hub.
- Opened a new purpose-built premises for Child and Family Health Services in Forest Lodge and commenced the Early Childhood Health Centres Transformation Project.
- Implemented The First 2000 Days framework through our Healthy Families Healthy Children initiatives to support the best possible start in life for children. This includes:
  - Sustained health home visiting to all families requiring additional support
  - Antenatal classes at Child and Family Health Centres in the community
  - Rainbow Families antenatal classes to provide parenting support and education to LGBTIQ+ families in collaboration with Child and Family Health, Maternity services and Rainbow Families
  - Little Jarjums playgroup for Aboriginal mothers and babies
- Launched a five-year 'Inner-West Youth Health and Wellbeing Plan' developed with our key internal and external partners – Family and Community Services, Department of Education, Central and Eastern Sydney Primary Health Network and youth-specific NGOs.
- Recognition for Healthy Homes and Neighbourhoods Integrated Care program winning a NSW Health Award and a finalist for the Prime Minister's Awards.
- Healthy Homes and Neighbourhoods is demonstrating a reduction in ED presentations and length of stay amongst enrolled clients. The program will be further implemented across the state.
- Strengthened Trauma informed services, establishing a permanent Community Domestic Violence Team to provide free, confidential, trauma-informed clinical service to women to address the impact of domestic violence and to support healing and recovery.
- Introduced a Sexual Assault Counselling Outreach clinic 1 day per week on the University of Sydney campus on 2018: now extending by an additional half day per week
- Introduced the Positive Health Clinic as part of work toward ending HIV transmission by 2022
- Provided ongoing in-home nursing care and nursing clinics, including Palliative Care through Sydney District Nursing
- Developed an Aboriginal walking group - 'The Deadlies' – to engage the community in physical activity and to promote good health.
- Developed a new Community Health Strategic Plan in consultation with staff, consumers and stakeholders.

## New midwifery outreach clinics offer

### women antenatal care near where they live

#### Soumya Hary is about to have her first baby.

"We don't know if we're having a boy or a girl. We're keeping it a secret," she said.

During her pregnancy, Soumya Hary, 31, has attended antenatal appointments at Marrickville Health Centre.

Sydney Local Health District began running Midwifery Antenatal Outreach Clinics this year, to provide antenatal care to women in the community.

"I live nearby. It's just 10 minutes from here. It gave me an opportunity to exercise as I walked from home to the clinic. It was convenient for me," Soumya said.

"I was able to see the same midwife every time. She knows my history and how I have been progressing. There's a level of trust that builds when you see each other each week," Soumya said.

Sydney  
Connect



## New centre to help

### families thrive

#### The doors are now open at our new Child and Family Health Centre at Forest Lodge.

"Good health in the early years can really set children up for life," Miranda Shaw, General Manager of Community Health Services at Sydney Local Health District said.

"One of the great things we do is provide services in the community. We are able to provide children with the nursing, medical and allied health services that they need to be able to thrive."

The purpose-built centre provides a range of services to support children and their families from antenatal care through birth to 12 years of age.

## Did you know?



Sydney Local Health District has a long history of providing care in the community for families and has 16 Child and Family Health sites.

The first early childhood clinic in NSW was established at Alexandria in the District in 1914 followed by Newtown later that year.

Now, more than 100 years later, evidence still shows that good health in the first years of life can have a lasting impact on the health of people for the rest of life.



To find out more information on the right service for your family please contact the **Child Health Information Link (CHIL)** on (02) 9562 5400 from 8.30am to 4pm, Monday to Friday or see [slhd.nsw.gov.au/chil](http://slhd.nsw.gov.au/chil)



# Population Health

Population Health works to protect and promote the health of the local population. We recognise that many personal, local and global factors affect health and illness. Our services work with partners to deliver a comprehensive range of high quality, evidence-based health programs to the population living in Sydney Local Health District.



## Diversity Programs and Strategy Hub

The Diversity Hub supports clinical and non-clinical services to improve access to prevention, health promotion and clinical care for our Culturally and Linguistically Diverse (CALD) communities. The Diversity Hub aims to foster innovative approaches to working with the community on a range of health issues.

### Highlights

- Established the Cultural Support Program and appointed 60 new cultural support workers across 19 languages
- Hosted a metropolitan Sydney hepatitis B workshop for district health professionals to improve coordination, information sharing and implementation of strategies to improve health outcomes for people living with or at risk of hepatitis B.
- Initiated a project working with the Vietnamese and Nepalese communities in the Marrickville area on gambling education, awareness and referral to complementary services.
- Initiated a series of education sessions for district perinatal staff to increase cultural awareness

## Help on offer for diverse communities



**Migrant and refugee communities in Sydney and South Eastern Sydney Local Health Districts will get extra help to navigate healthcare services with the creation of a multi-lingual support team.**

Almost 60 new cultural support workers will share health information with the region's culturally and linguistically diverse (CALD) communities, where up to 55 percent of residents speak a language other than English.

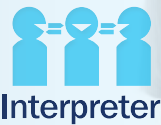
"The Cultural Support Workers will be absolutely critical in creating a bridge between our communities and the health system. That's why these are very important positions," Director of Sydney Local Health District's Diversity Program and Strategy Hub, Barbara Luisi, said.

The two Local Health Districts are responsible for the health and wellbeing of about 1.6 million people who live within their boundaries. About 44 per cent of people were born overseas.



## Sydney Healthcare Interpreter Services

Sydney Health Care Interpreter Services provide quality professional healthcare interpreting for non-English speaking or deaf patients. This enables our patients to participate, make informed decisions and successfully navigate mainstream services.



Interpreter



In the 2018-19 financial year, there were:

83,189

Service Centre calls handled

63,843

requests for an interpreter





## HARP UNIT

The HARP Unit supports services to eliminate HIV and Hep C transmission in our community. The Pozhet state-wide service is part of the HARP Unit.

### Highlights

- Provided outreach with the Gastroenterology and Liver team to provide access to hepatitis C treatment and cures. More than 60 people were opportunistically tested.
- Collaborated with a range of health and social services on the Riverwood Health and Wellbeing Expo.
- Implemented three HIV social media campaigns in partnership with MHAHS, particularly for people travelling to South East Asia.



## Health Promotion

The Health Promotion Unit's vision is for a healthy community and environment for all.

The Unit's work is largely determined by NSW population health policy priorities including the NSW Healthy Eating, Active Living (HEAL) Strategy, which includes the priority of reducing childhood overweight and obesity by 5 per cent by 2025, the Healthy Food and Drink in NSW Health Facilities Framework and the NSW Tobacco Control Strategy and Smoking Cessation Framework for NSW Health Services.

### Highlights

- Developed new resources to support culturally and linguistically diverse communities to participate in the Healthy Beginnings Study and Programs.
- Developed and launched the Fuss Free Mealtimes suite of resources.
- Held Aboriginal Men's Health Day in partnership with Public Health Unit and Babana Men's Group.
- Joined the Eora Elders Olympics held at National Centre of Indigenous Excellence, Redfern.
- Conducted Mental Health First Aid courses in partnership with the Can Get Health in Canterbury project, University of Sydney peer educator students and Counterpoint Community Service.



"The social determinants of health are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels. The social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status seen within and between countries."

World Health Organisation

# HERDU - Health Equity Research and Development Unit

The Health Equity Research and Development Unit, HERDU, has been established as a District service in partnership with the Centre for Primary Health Care and Equity at the University of New South Wales and collaborates with the Central and Eastern Sydney Primary Healthcare Network.

HERDU aims to work with staff, partners and with communities to identify health inequities and improve the health of groups of people who do not have opportunities to receive the healthcare and resources they need to be as healthy as others in the population.

### Highlights

- Hosted EquityFest 2019 - bringing together more than 200 people to inspire participants, showcase opportunities and connect with our communities and cultures.
- Continued to develop Can Get Health in Canterbury, an innovative research partnership program (between Sydney Local Health District, UNSW and CESPHN) which aims to examine the impact of empowering the community on health literacy, access to services and health including the social determinants of health.



## Finding comfort in football



**Mohammed Yunus has been deeply affected by the ongoing conflict in his home country.**

"I grew up in a village in the Rakhine State in Burma [now known as Myanmar]", Mohammed, 35, said speaking through a Rohingya interpreter from his new home in Sydney.

The Rohingya are a mainly Muslim minority group in Myanmar.

The United Nations has said that since late August 2017, "widespread and systemic violence" has led to more than 700 000 Rohingya fleeing across the border to neighbouring Bangladesh.

The conflict has had a big impact on the health and wellbeing of the growing Rohingya community in the Canterbury area.

Sydney Local Health District has stepped up to help by contributing funding and support for community-led activities as part of the District's Can Get Health in Canterbury project.

The project is run in partnership with Central and Eastern Sydney PHN and the University of New South Wales' Centre for Primary Health Care and Equity. The project is underpinned by values of equity and community engagement and works in collaboration with Canterbury communities and community organisations.

It aims to improve access to primary health services for the area's culturally and linguistically diverse population who face increased risks of developing preventable diseases or conditions.



# Public Health Unit

The Public Health Unit is primarily responsible for providing health protective services for Sydney Local Health District. These services relate to the areas of notifiable disease surveillance, epidemiology, environmental health, immunisation and emergency management.



## New app to help save lives during flu outbreaks



**A new app designed to co-ordinate a rapid response to influenza outbreaks in nursing homes has been described as a game-changer, which will better protect vulnerable elderly residents from the disease.**

The InFLUenza outbreak Communication, Advice and Reporting app, or FluCARE, has been developed by a team from the Public Health Unit at Sydney Local Health District.

“The app has been created to help staff at residential aged-care facilities quickly recognise and respond to an outbreak of the flu which is critical to minimise its spread and impact,” said the unit’s epidemiologist Dr Emma Quinn.

The team has spent the past two years developing the web-based application, which is now being piloted at up to 30 residential aged-care facilities in the District.



# Croydon, Marrickville and Redfern Health Centres

Croydon, Marrickville and Redfern Health Centres are the three largest health centres in Sydney Local Health District and accommodate a number of clinical streams that deliver preventative and early intervention, community-based health care.

Specific services offered include: Child and Family Nursing, Medical and Allied Health, Community Nursing, Oral Health, Psychiatry, Mental Health, Podiatry, Harm Minimisation and NSW Health Pathology.

## Highlights

- Hosted Community Flu-Shot day at Redfern Health Centre
- Hosted Sorry Day Event at Marrickville Health Centre
- Upgraded lighting to sustainable LED lighting at Marrickville Health Centre and security systems.
- Implemented Croydon, Marrickville and Redfern Health Centres Sustainability Committee.





# Tresillian

Established in Sydney, New South Wales, Tresillian has been supporting families for over 100 years and is now Australia’s largest early parenting organisation.

The Tresillian Service Model provides a framework for the effective delivery of flexible services utilising a range of modes of delivery and packages of care tailored to the unique needs of families with a young child experiencing parenting difficulties.

Tresillian operates from twelve sites in New South Wales and one in ACT, providing both state-wide, regional and local support services.

## Highlights

- Established Tresillian2U – The Early Years Parenting Service (Mobile Van), has been developed in partnership with Mid North Coast Local Health District.
- Enhancements announced to refurbish Canterbury Residential services.
- We were very grateful to receive a donation of \$138,890
- Appointed the new service provider for the Queen Elizabeth II (QEII) Family Centre in Curtin, ACT. This marks the first time Tresillian has operated a residential unit outside of New South Wales.



# HealthPathways Sydney

HealthPathways Sydney is an online clinical decision support and referral tool used by clinicians to help make assessment, management and specialist request decisions for over 550 medical conditions.

HealthPathways was designed to support general practice. It is a collaboration between primary and secondary healthcare providers, namely Sydney Local Health District and the Central and Eastern Sydney PHN (CESPHN), aimed at developing sustainable, clear, concise and localised pathways.



BreastScreen is a population based screening program for well women aged between 50 to 74 years.

The BreastScreen Sydney Service is located at Royal Prince Alfred Hospital, Croydon Health Centre and the Campsie Centre and has one mobile unit which travels around the District throughout the year. The Service also has an assessment clinic at RPA.

The Service implements a range of strategies in order to encourage all eligible women in the area to attend.



21,628

women were screened at BreastScreen NSW Sydney Local Health District in 2018-19

49

Aboriginal and Torres Strait Islander women were screened during a three week “pamper” campaign in Redfern, in collaboration with Aboriginal Health workers

387

women were screened in the Campsie area in May (up from 172) through a “pink tea cup” campaign

30

women were screened and 5 bookings made at this year’s Fair Day Event



# Aged Care, Chronic Care, Rehabilitation, General Medicine, General Practice, Endocrinology and Andrology

Our teams provide care for people who are vulnerable, likely to have multiple interacting acute and chronic illnesses, live with functional limitations and experience frequent interactions with the healthcare and human service systems.

Our patients and clients include older people, people living with disabilities and the carers of those people.

Our services include a range of inpatient and outpatient services, ambulatory and community services. These services are provided across all sites in the District.



## Highlights

- Celebrated 25 years of the Community Visitor's Scheme, where culturally matched volunteers visit socially isolated residents in aged care homes.
- Achieved accreditation by the Australian Government Aged Care Quality and Safety Commission for Commonwealth funded Aged Care Services with all 18 standards met. Commonwealth funding for these services has been extended to 2022.
- Doubled breast screening rates for Aboriginal women in Sydney Local Health District through a project involving the Aboriginal Chronic Care Program, Breast Screen NSW, the Aboriginal Medical Service Redfern, TAFE and consumers.
- Launched the RACF Outreach Service model of care for more than 4500 residents in Residential Aged Care in Sydney Local Health District.
- Secured funding to develop a Diabetes Hub in collaboration with the Central and Eastern Sydney PHN, South Eastern Sydney LHD and St Vincent's Hospital Network.
- Commissioned the new SASH Program (Safe and Supported at Home), providing non-clinical support services for people living with a disability under the age of 65 years, who are not eligible for the NDIS.
- Celebrated 10 years of the Dementia Café at the Kokoda Track
- Over 50 Aged Care staff volunteered at the Rivendell Flower and Garden Show, to raise funds for research into Alzheimer's Disease and a new Aged Care Gym for the redeveloped Concord Hospital.

## Community Visitors Scheme 25 year anniversary



**Living in an aged care facility can be lonely and isolating, especially for the 40 per cent of Australian residents who get no visitors at all.**

But a very special group of volunteers have been helping to alleviate this isolation by providing companionship to elderly people living in Sydney Local Health District.

The Community Visitors Scheme celebrated 25 years in 2019 of matching volunteer visitors with aged care residents from culturally and linguistically diverse backgrounds.

The District's Aged, Chronic Care and Rehabilitation Operations Manager Julie-Ann O'Keeffe said there are now 243 volunteer visitors who speak 35 different languages visiting 366 residents in 97 facilities.

"We'd just like to say thank you and to really recognise the genuine difference our volunteers make to the quality of life of the people that they visit," she said.

"It is always fascinating hearing someone's life story and I feel humbled and honoured when a new friend is happy to share their story, thoughts and fears...My aim each visit is to coax a smile and a laugh from my friend." Anda Black, Latvian-speaking volunteer visitor

To find out more about the scheme, visit [slhd.nsw.gov.au/acrs/cvs.html](http://slhd.nsw.gov.au/acrs/cvs.html)

## Did you know?

The Community Visitor's Scheme has been running for 25 years. CVS recruits and supports over 240 volunteer visitors who visit more than 350 residents in 97 aged care homes, speaking 35 different languages.

## Providing excellent healthcare for older residents - a new outreach service

**As a community, aged care should be something we are all worried about says Sydney Local Health District Chief Executive, Dr Teresa Anderson.**

"We are all going to get older. We all have loved ones or a family member or a friend who is older," Dr Anderson says.

Speaking at the launch of the new Residential Aged Care Facility Outreach Service, Dr Anderson spoke about the importance of continually evaluating our services to make sure that they are always meeting the needs of our community.

Sydney Local Health District's population is ageing, the current number of residents over the age of 70 is expected to increase by 65 per cent by 2031.

Currently there are 4700 elderly people living in residential aged care facilities in our District.

"Our enhanced model of care is about achieving the right care, in the right place at the right time for residents living in residential aged care, every time," she says.

The District's Clinical Director for Aged Care Services, Dr John Cullen, says there is now an alternative option for care.

"The outreach model allows our team to work with families and teams in residential care facilities to provide the right care in the right setting for the person at the time.

"Sometimes this will involve us helping to facilitate hospitalisation and coordinating the right clinical care. At other times the outreach model will

mean many residents can avoid hospital which for that particular resident, depending on their circumstance may be too stressful and may not always lead to the best outcomes," he says.

To get in touch with our RACF Outreach Service contact the Sydney Local Health District Access Care Team on **1300 722 276**.

**Sydney Local Health District's population is ageing, the current number of residents over the age of 70 is expected to increase by 65 per cent by 2031.**



# Drug Health Services

Drug Health Services provides a range of treatment services at hospitals, health centres and community locations across Sydney Local Health District.

These include opioid treatment, counselling, court diversion program, ambulatory withdrawal, consultation and liaison service, substance use in pregnancy and parenting services, inpatient withdrawal and stabilisation services, youth service, needle syringe program, medical clinics, primary health care clinics and community outreach teams.

All services are free and people can self-refer or be referred by a GP or other healthcare worker.

The intake line operates business hours Monday to Friday on **1800 793 466**.

## Highlights

- Relocation of Drug and Alcohol Inpatient Stabilisation Service at Concord Hospital
- Implemented strategies to improve access to healthcare for clients including new roles to support clients. There's been a 425 per cent increase in new clients accessing our Primary Healthcare Clinic since 2015.
- Increased outreach programs and partnerships including Staff Specialist attending the Aboriginal Medical Service Redfern
- Established a Memorandum of Understanding with Redfern Legal Centre to provide legal Clinics at RPA.
- Developed a Memorandum of Understanding with Marrickville Legal Centre to expand Legal Clinics to Canterbury Drug Health and Mental Health
- Introduced a tobacco cessation clinic at the Lebanese Muslim Association to address high prevalence of tobacco use
- Established the Translational Research Centre in Alcohol Drugs and Toxicology as an academic centre within Sydney Local Health District, supported by University of Sydney
- Increased engagement with pregnant women, victims of DV, women with young children and at risk youth



“Thank you so much guys. I wouldn’t be here today if it wasn’t for you. It’s a great service you do amazing work.”

“Thank you so much for not giving up on me.”

Patient feedback  
Drug Health Services

# Mental Health

The District’s Mental Health Service is a team of specialists, managing and providing public mental health services for people affected by mental illness throughout their lives – from the very young to older members of our community.



## Highlights

- Establishment of Psychology Service at Canterbury Hospital
- Clinical psychology position with the MDOK program.
- Establishment of peer support/community of practice for all psychologists at Concord campus.
- Completion of “Light up Care” project. A pilot evaluation of the feasibility of implementing a behavioural sleep health program into inpatient mental health care.
- One of only two Australian based sites still recruiting for the world first subcutaneous ketamine for Treatment Resistant depression (TRD) trial.
- Established Perinatal Infant Mental Health Service delivering care to women throughout the district including maternity services, child and family nursing, NSW Sustained Home Visiting programmes, mothercraft cottages Tresillian and Karitane, general practitioners CESPHN, child protection service Department of Justice and Community (DCJ) and other NGOs.
- Secured \$2.2million funding through a NSW Ministry of Health grant, to establish a state-wide adult Intellectual Disability Mental Health Service Hub
- Reached 200 “admissions” at the Buduwa Community Mental Health Service. The service offers short term recovery focused residential support and treatment services in a supportive environment
- Implemented the REACH Program in Community Mental Health Services. This is the first time REACH has been implemented in a Community Mental Health setting.
- Social workers at the Peter Beaumont Unit won the Carers Recognition Award 2019 for the service provided to carers both within the inpatient unit
- Developed a new diversional program to better cater for the needs of patients in the Older Person’s Mental Health Unit.
- Launched a new video-format program for patients and carers and students on the topic of ECT – a development by a consumer advocate and overseen by Dr Halliday and a number of members of the ECT Committee in this LHD with input from several experts across NSW.
- Assisted voting for all Concord Centre for Mental Health patients to participate in state and federal elections.



# ICT

With more than 300 different applications running on over 10,000 computers across our facilities, ICT Services plays a vital role in ensuring that the District's 12,000 staff can do their jobs efficiently 24 hours a day, every day of the year.

Health systems around the world are undergoing rapid digital transformations and ICT Services is leading the District into this new digital era, embracing new technologies, processes and partnerships.

## "We're transforming healthcare"

From digitising clinical processes and workflows to protecting the District's critical infrastructure from cyber-attacks, the team provides services that not only support but underpin the delivery of the very best healthcare.

The department is also evolving to lead in delivering world-class healthcare IT. This means forging new collaborations with Microsoft, Intel and Apple while strengthening long-standing partnerships with eHealth NSW and Cerner.



### Highlights

- Became one of the first metropolitan local health districts to implement the electronic system for prescribing, dispensing and administering patient medications across all inpatient sites with the eMEDS Go-Live.
- Worked closely with South Western Sydney Local Health District to transition our shared ICT services. We are developing a partnership for the future that will include sharing the eMR.
- Supported a new Public Health Unit FluCARE app to protect vulnerable elderly people from influenza by co-ordinating a rapid response to outbreaks in residential aged-care facilities.
- Appointed four specialist Chief Information Officers to drive innovation and adoption of digital health in our District in Medicine, Nursing, Pharmacy and Allied Health.

### ICT Services in 2018-19 in numbers

**2.1 billion**  
eMR transactions

**21**  
Large ICT projects completed

**9.6 million**  
Electronic medication orders

**74,308**  
Service desk tickets raised

## The birth of a new era of healthcare

**Charlene Nguyen is the first baby in NSW to have a fully integrated electronic medical record (eMR) from birth.**

She was born at Canterbury Hospital on 1 October following the roll-out of a new system called PowerChart Maternity.

Sydney is the first Local Health District in NSW to implement PowerChart Maternity, which allows clinicians to monitor women's pregnancies in the eMR. It also means all babies born at Royal Prince Alfred and Canterbury Hospitals will have a digital health record for life.

"This is a very exciting milestone in the digital transformation of our health services. Having a lifelong digital health record will be game-changing for our youngest patients."

**Richard Taggart**  
Chief Information Officer



# Research and Innovation

Sydney Local Health District has a proud culture of Innovation and Research.

Our District has a long tradition of pioneering complex and novel interventions within a research framework, across therapies, drug delivery, surgical treatments, diagnosis, disease management and disease prevention. We are committed to leading the way in discovering and implementing new treatments and technologies to meet the challenges we face in overcoming disease, reducing health disparities and meeting the needs and expectations of the community we serve.

## Strategic Plan

In 2018-19 we launched our Research Strategic Plan for the next five years. It is an ambitious and exciting strategy focused on the rapid translation of research to real-world practice.



## Clinical Research Centre

Our Clinical Research Centre was established to implement the Research Strategic Plan. The Centre is the custodian of the research data capture software for the District (REDCap), supporting thousands of users and hundreds of projects in development or production.

## Clinical Trials

There are currently more than 670 active clinical trials across the District. Each is helping to advance clinical practice and save or improve the lives of our patients. Trials are being conducted in more than 71 departments with more than 239 principal investigators.

**670+**  
active clinical trials

**71+**  
departments

**239+**  
principal investigators



## Excellence in Clinical Trials Awards

Two outstanding clinician-researchers from RPA have been jointly awarded Sydney Local Health District's Clinical Trial of the Year Award for their ground-breaking work on the genetic blood disorder thalassaemia.

Professor John Rasko AO, the Head of the Department of Cell and Molecular Therapies and Professor P. Joy Ho, Head of the Thalassemia Unit and Director of Research at the Institute of Haematology, were recognised for the Northstar Study.

The Excellence in Clinical Trials Support Award was presented to Kerry Kearins, Senior Clinical Trials Coordinator at the Department of Chemical Pathology, RPA.

The Awards were presented by Dr Kerry Chant, NSW Chief Health Officer and Dr Teresa Anderson AM, Chief Executive of Sydney Local Health District at the Clinical Trials Showcase as part of Innovation Week 2019.

The Excellence in Clinical Trials Awards have been established to recognise and celebrate the outstanding achievements of Sydney Local Health District staff in the field of research.

## Did you know?

### A snapshot of 40 years of Clinical Trials

Since 1979, the Sydney Local Health District has conducted more than 6,550 clinical trials:

- More than 1,500 staff have participated as a Principal Investigator of a trial (or CPI) at a District facility
- Of these staff members, approximately 642 have been the Principal Investigator for multiple studies.
- These numbers do not take into account the vast number of staff participating as Associated Investigators and Clinical Trials support roles.

These trials have been conducted in up to 99 departments across the District over 40 years.



## Sydney Research AWARDS

Health Minister Brad Hazzard presented the Sydney Research Awards and Scholarships at the 2019 Sydney Innovation and Research Symposium. The awards and scholarships celebrate and encourage research excellence across the partnership including Sydney Local Health District, the University of Sydney and our partner medical research institutes.

## Highlights

- Featured in Innovation Week – with the Clinical Trials Showcase – “Transforming the Patient Experience through Research” and our third “The Big Idea” to support the commercialisation of innovative research.  
Prof Steve Chadban from the Royal Prince Alfred Hospital was awarded \$45,000 in pre-seed funding from event sponsors Sydney Local Health District and The University of Sydney, plus \$25,000 in professional services from event sponsor, IDE Group, toward the development of the Deluxe Medical Chair, a business class-level comfortable and functional chair for dialysis patients.  
2019 introduced the inaugural People's Choice Award, being awarded to Dr Shaheen Hasmat, for the Bionic Lid Implant for Natural Closure (BLINC), an implantable device to actively restore blinking. Dr Hasmat was awarded \$5,000 pre-seed funding and \$5,000 in professional services from IDE Group.
- Launched the Biodesign Sydney program – a pilot for NSW Health in embedding research leadership, innovation and collaboration in partnership with The University of Sydney, The Woolcock Institute of Medical Research and a suite of Industry Partners.
- Biodesign is a fast-paced, hands-on course for aspiring biomedical innovators and entrepreneurs with a drive to improve healthcare.
- Signed the Sydney Health Partners Data Accord. The Data Accord aims to increase the pace at which research is translated from the lab to patient care
- Sydney Health Partners provided grants to seven Sydney Local Health District projects through the MRFF Rapid Applied Research Translation scheme
- Launched the Institute for Musculoskeletal Health, a partnership between Sydney Local Health District and the University of Sydney
- Finalised proposal to form the Alcohol Drugs and Toxicology Translational Research Centre. The centre will be led by Prof Paul Haber and hosted on the RPA campus.
- Sydney Research joined as a Franklin Women Academic Partner and also the Mentoring Program
- Hosted the STRIVE Research Impact and Commercialisation Series, four education sessions support research, innovation and commercialisation



Sydney Local Health District plays a pivotal role in Sydney Health Partners (SHP), one of the first four Advanced Health Research and Translation Centres in Australia.

The partnership – the first of its kind in NSW – is made up of the Sydney, Northern Sydney and Western Sydney Local Health Districts; the Sydney Children's Hospitals Network (Westmead); the University of Sydney and affiliated independent medical research institutes.

2019

## Award Recipients

### Research Excellence Award 2019

Professor Helen Reddel

### The Young Researcher Award

Associate Professor Alexander Menzies

### The Research Supervisor Award

Professor Christopher Maher

### Annual Health Research

### Infrastructure Award

Mr Luke Carroll

### Clinician Researcher Scholarship

Dr Robert Rawson

### Health Informatics

### Research Scholarship

Ms Julianne Chong



# Research and Innovation

## Top Achievers – A Snapshot

**Professor Richard Scolyer**, Staff Specialist at Royal Prince Alfred Hospital and an international team of researchers have discovered that a drug traditionally used to treat a type of breast cancer may hold the key to treating mucosal melanoma—an aggressive and deadly form of melanoma.

**Professor Judith Trotman**, Concord Hospital and Professor John Simes, NHMRC Clinical Trials Centre were awarded \$787,000 and \$3.7 million respectively through the Medical Research Future Fund to improve treatments and discover cures for rare cancers and rare diseases.

**Dr Michelle Barakat-Johnson** has completed her Clinician Researcher PhD scholarship, awarded by Sydney Research in 2015. This research focused on hospital-acquired pressure injuries (HAPI) in Sydney Local Health District, with Dr Barakat-Johnson's program resulting in a 51.4 per cent incidence reduction and 71.6 per cent prevalence reduction of HAPIs from 2014-18. Dr Barakat-Johnson was awarded \$930,095 as part of Round 4 of the Translational Research Grant Scheme for her project 'A novel implementation of best available evidence into practice for incontinence-associated dermatitis (IMBED)'. Dr Barakat-Johnson was also awarded funds from the Australian Government's Medical Research Future Fund through its Rapid Applied Research Translation scheme for her project which will test a better risk assessment tool for pressure injury.

**Associate Professor Jodie Ingles** has been awarded the highest-ranked NHMRC Career Development Fellowship in the Clinical Level 1 Category. Jodie is a cardiac genetic counsellor in the Department of Cardiology at RPA. Her research focuses on better understanding the clinical, genetic and psychosocial aspects of inherited heart diseases. She is also the Head of Clinical Cardiac Genetics Group in the Agnes Ginges Centre for Molecular Cardiology at the Centenary Institute in Sydney and Associate Professor in the Faculty of Medicine and Health at the University of Sydney.

**Dr Steven Wise**, Conjoint Clinical Senior Lecturer at the University of Sydney and Leader of the Applied Materials Group at the Heart Research Institute, was awarded the Marshall and Warren Award for his outstanding work to improve treatment of heart disease by improving vascular implants used in bypass surgery.

**Dr Anosh Sivashanmugarajah** has been named the Academic Achievement Winner and the Young Achiever of the Year at the Channel 7 NSW and ACT Young Achiever Awards. These awards acknowledge, encourage and promote the achievements of people under age 29. Anosh

is a Basic Physician Trainee at RPA and an advocate for improved wellbeing of junior medical officers. He is currently pursuing a research project on statin intolerance.

**The George Institute for Global Health** has been ranked the top independent research organisation in Australia and 33rd overall in the world, by Times Higher Education.

**The Woolcock Institute of Medical Research** in Sydney has been ranked the top specialist sleep and respiratory health research centre in the world by Times Higher Education. It placed 52nd in the world for research excellence and 5th in Australia.

**The Heart Research Institute** was awarded an Investigator Grant of \$2.28M by the National Health and Medical Research Council to further a project to develop safer and more effective blood clotting treatments for people with diabetes.

**Dr Rowena McMullan and Dr Adrienne Gordon** awarded \$442,262 as part of Round 4 of the Translational Research Grant Scheme for their project 'The 'Gloves On' trial: A research trial to determine whether the addition of non-sterile gloves to hand hygiene during the routine care of preterm infants affects rates of late-onset sepsis'.

**Dr Emma Quinn** was awarded funds from the Australian Government's Medical Research Future Fund through its Rapid Applied Research Translation scheme for her project which will evaluate the effectiveness of an innovative web-app, FluCARE, to predict and prevent flu outbreaks in aged care facilities.

**Associate Professor Christopher Gordon** was awarded funds from the Australian Government's Medical Research Future Fund through its Rapid Applied Research Translation scheme for his project which will investigate whether an app to treat insomnia can be incorporated into a GP's treatment toolkit.

**Dr Timothy Middleton** was awarded funds from the Australian Government's Medical Research Future Fund through its Rapid Applied Research Translation scheme for his project which will investigate improving clinic attendance by adolescents with Type 1 diabetes.

**Dr Angus Ritchie** was awarded funds from the Australian Government's Medical Research Future Fund through its Rapid Applied Research Translation scheme for his project which will use diverse data sources to address medication alerts, infections and polypharmacy.

**Dr Vivien Chen** was successful in receiving funding in the inaugural round of Senior Scientists and Clinician Scientists Grants for her project 'Procoagulant platelets: a novel target in cardiovascular disease'.

**Professor Leonard Kritharides** was successful in receiving funding in the inaugural round of Senior Scientists and Clinician Scientists Grants for his project 'Reverse cholesterol transport in at risk populations'.

**Dr John O'Sullivan** was successful in receiving funding in the inaugural round of Senior Scientists and Clinician Scientists Grants for his project 'Giving the failing heart the nutrients it needs'.

**Dr Sarah McDonald** was awarded \$2.96M in the 2019 NSW Medical Devices Fund for Baymatob's OliTM, a non-invasive device for monitoring pregnancy and labour progression.

**Perx Health** was awarded \$748,000 in the 2019 NSW Medical Devices Fund for their digital therapeutic that engages and motivates patients to better manage their conditions and form health habits.

**Dr Keval Pandya**, advanced trainee at Royal Prince Alfred Hospital was awarded the 2019 Douglas Piper Clinical Research Young Investigator Award. His research on using extended criteria grafts in deceased donor liver transplantation was presented at the Australian Gastroenterology Week national conference.

**Professor Robyn Norton AO**, of The George Institute for Global Health, Professor Georgina Long and Professor Julie Leask of the University of Sydney made the Australian Financial Review's 2019 100 Women of Influence.

**Professor Anushka Patel**, Chief Scientist and Vice Principal at The George Institute for Global Health and cardiologist at Royal Prince Alfred Hospital was awarded the 2019 John Yu Oration and Medal for the SMARThealth mobile app developed by The George Institute for Global Health which is helping health systems identify and better manage people at high risk of cardiovascular disease.

**Dr Anneliese Ashhurst**, from the Centenary Institute and the University of Sydney and team, created an advanced synthetic tuberculosis (TB) vaccine and demonstrated its effectiveness using mice, with a publication in the Journal of Medicinal Chemistry.

**Professor Christopher Maher** and team at the Institute for Musculoskeletal Health was awarded \$2.5M funding as part of the National Health and Medical Research Council's Centres of Research Excellence funding for the Low Back Pain Centre of Research Excellence.

**Dr Veronica Matthews** and team was awarded \$2.5M funding as part of the National Health and Medical Research Council's Centres of Research Excellence funding for the Centre of Research Excellence - STREngthening systems for Indigenous healthcare Equity (CRE-STRIDE).

**Professor Ian Hickie** and team at the Brain and Mind Centre was awarded \$2.5M funding as part of the National Health and Medical Research Council's Centres of Research Excellence funding for the Reducing suicidal thoughts and behaviours in young people presenting for health care.

**Dr Elinor Hortle** from the Centenary Institute was awarded the \$15,000 'Bayer Innovation Award' after finishing second place for her discovery that anti-platelet drugs like aspirin might provide an effective treatment for tuberculosis at the 2019 Centenary Institute Medical Innovation Awards. She also won the 'Harvard Club of Australia Foundation Travel Prize' worth \$5,000 for the purpose of travelling to Harvard University, USA to explore opportunities for collaboration.

**Associate Professor Sally Gainsbury** from the Brain and Mind Centre won the NSW Young Tall Poppy of the Year Award. The awards recognise early career scientists who are doing outstanding work in their field and actively engaging and educating the community about their work.

**Associate Professor Anne Moseley**, Principle Research Fellow, Institute for Musculoskeletal Health, was awarded the extremely prestigious Mildred Elson Award at the World Confederation of Physical Therapy. This is awarded every four years and acknowledges outstanding leadership contributing to the development of physical therapy internationally.

**Dr Arnold Lining Ju** of the Heart Research Institute and University of Sydney received the prestigious Ministerial Award for Rising Stars in Cardiovascular Research from the NSW Cardiovascular Research Network, for his unique and innovative approach to the study of deadly blood clots.

**Professor Christopher Maher**, Director of the Institute of Musculoskeletal Health, Sydney Local Health District and Professor in the School of Public Health University of Sydney was awarded the 2019 Giles Medal for Research Excellence by the Australian Chiropractors Association. He is ranked as the world's most productive researcher concerning low back pain and is listed as the number one ranked expert concerning back pain worldwide.

**Professor Sharon Naismith** of the Brain and Mind Centre and Charles Perkins Centre was awarded \$1,468,684.80 for 'REducing sleep apnoea for the PrEvention of Dementia (RESHAPED): a multi-site feasibility RCT'; one of thirteen dementia research projects announced by Federal Health Minister Greg Hunt.

**The Chris O'Brien Lifehouse** received \$6 million from the Australian Government for a Comprehensive Sarcoma Centre.





## Innovation Week 24-30 June 2019

### Imagine, Transform, Lead, *Experience*

Innovation Week is always a special time in Sydney Local Health District. This year we took the opportunity to focus on the experiences of patients and their families and the experience of our staff, who come to work every day to make a difference.

More than 3000 people took part in Innovation Week 2019, (featuring the seventh annual Sydney Innovation and Research Symposium), experiencing the breadth and depth of innovation and research in all its forms across our District. Over six days we hosted nine events featuring more than 120 presenters.

Innovation Week is one of the biggest investments the District makes in the growth and development of our

staff. We started the week by asking staff to take time to have a cuppa with a colleague. This simple act started a week of sharing ideas, collaborating and celebrating achievements and innovations in clinical care and research.

Then, throughout the week we shared many laughs, a few tears and wise words at our Patient and Family Experience Symposium, Women's Leadership Breakfast, Care in our Community Forum, Clinical Trials Showcase and The Big Idea and Robotics Masterclasses.

Innovation Week events are held to thank our staff for the inspirational work they do each and every day as we care for our community. They are also an opportunity for our staff and our partners to

network, exchange ideas and hear from leaders in health and medical research, technology and innovation.

NSW Premier Gladys Berejiklian captured the spirit of Innovation Week when she addressed our Women's Leadership Breakfast.

"Don't underestimate your own power in inspiring others... Something you do, the way you take care of someone, the way you approach your work, could very well inspire someone else and that for me is the true definition of leadership."

"One of the best conferences I've been to in my 18 years of healthcare."

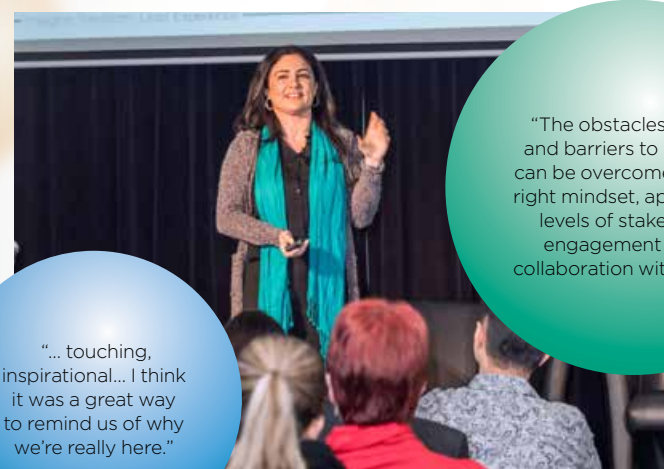


### Ngurang Dali Mana Burudi - A place to get better

A unique experience of Sydney Indigenous languages opened the 2019 Sydney Innovation and Research Symposium. This year, the theme was Imagine, Transform, Lead, Experience.

In keeping with 2019's designation as the International Year of Indigenous Languages, we asked our Aboriginal staff to help express this theme in the various Indigenous languages of the Eora Nation. Attendees were invited to Nangami (dream), to Walibanga (turn something upside down) and to Marana (be first). Delegates were invited to Ngurang Dali Mana Burudi - A place to get better.

"Never underestimate the power of an idea."



"... touching, inspirational... I think it was a great way to remind us of why we're really here."

"The obstacles to care and barriers to research can be overcome with the right mindset, appropriate levels of stakeholder engagement and in collaboration with others."



### What delegates said about Symposium 2020

90 per cent said attending the Innovation and Research Symposium made them feel more connected to the District.

83 per cent said they walked away from the event with reflections or ideas they could apply to their workplace.

"Sydney Local Health District is a vibrant, innovative community that we can all be proud of."

## Health Matters

ISSUE 75 • INNOVATION WEEK EDITION

### Want to see more from Innovation Week?

To see all the highlights from Innovation Week - see the special Innovation Week edition of Healthmatters. Presentations, videos, stories and galleries can be found on [slhd.nsw.gov.au/sydneyconnect](http://slhd.nsw.gov.au/sydneyconnect)





# Our Staff

In Sydney Local Health District we have a diverse and dedicated team. Our 12,000 staff come to work every day to make a difference in the lives of others.

Our Staff are our most valuable resource. We support and value their contribution to our organisation.

We are in a unique position to be able to offer exciting, life-long careers and we are continually looking at new ways to engage and support our staff.

We offer a range of staff wellbeing programs and aim to provide a safe, supportive and healthy work environment. Throughout the year our staff participate in forums, events, conferences and special days and activities.

## About Workforce Services

Our Workforce Services team leads the delivery and governance of a wide variety of employee engagement strategies and human resource (HR) service functions.

Strategies include recruitment and retention, workforce planning, performance development and management, employee relations, industrial relations, diversity, employee health and wellbeing, change management and workplace culture. Service functions include employee transaction processing, payroll support, salary packaging, HR management reporting and compliance.

## Highlights

- Engaged staff through People Matter Employee Survey communication and engagement strategy with campaigns including “People Matter in Sydney Local Health District”, “You said we did” and “Cuppa with a colleague” during Innovation Week. 48 per cent of our staff took part in the people matter survey up 6 per cent on previous years and Sydney Local Health District recorded improvements in every single category.
- Development and implementation of the Workplace Culture and Safety Action Plan – in consultation with front line staff. The focus of the plan has been senior managers and communication.
- Launched Staff Services located in KGV serving RPA and District staff – the first of its kind across the NSW Health System. This has involved the development of a Staff Services portal, a revised simpler process to onboard new starters, streamlining on boarding processes and removing duplication of services.
- Celebrated 10 year partnership with JobSupport. The Employ-My-Ability Program continues to provide employment opportunities for young people with a disability, receiving a number of accolades including a Prime Minister’s Award in 2018.
- Piloted online leave forms for staff at Balmain Hospital
- Secured 40 Aboriginal Traineeship placements across the District in AIN, Cleaning and Administrative roles. Supported job ready programs and on-boarding processes.



# people matter

## NSW Public Sector Employee Survey

You said our workplace was one of the best in the state

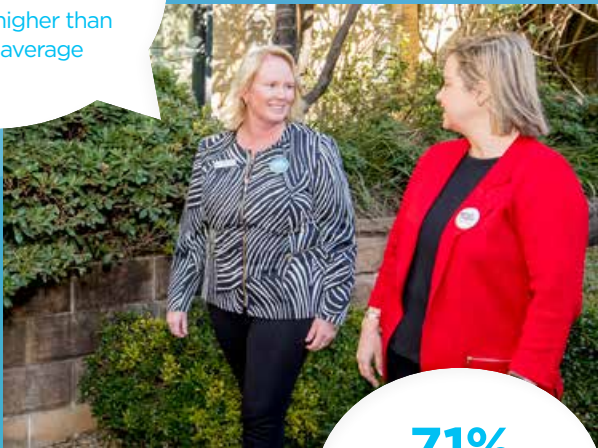
Our staff have confirmed Sydney Local Health District is one of the best places to work in NSW.

The results of the People Matter Survey 2019 have been released and Sydney has recorded improvements in every single category at every facility and service.

49% felt we do take action on the results of the survey an improvement of 12% since last year.

This tells us while there's more work to be done, the changes we are making by listening to the ideas of our staff are making a difference.

Highest Culture Index at 67%, 6% higher than the state average



71% of staff were proud to tell others where they work



Highest Engagement Index of any Local Health District in NSW at 71% (5% higher than the NSW Health average)



# What matters to you, matters to us.

By having a workplace everyone is proud of, we are able to deliver the very best care to our patients, their families and loved ones.



“Having this opportunity to do this traineeship was a game changer for me. It gave me a purpose... and the incentive to get up and do something with my life. I want to show the world, if given the right tools and opportunities, we can rise up to the top and become somebody. And I am somebody, I am an employee of the Sydney Local Health District at Balmain Hospital.”

**Therese Kemp**  
Assistant in Nursing Trainee  
Balmain Hospital

## Our Education



**Centre for Education and Workforce Development**

The Centre for Education and Workforce Development, affectionately known as CEWD, provides education and professional development opportunities for Sydney Local Health District.

In 2018-19, 27,849 staff completed a face to face professional development program and more than 125,000 online modules were completed.

Located within the grounds of Callan Park at Rozelle, CEWD is a beautiful learning and collaboration space. The Centre is also a delivery site of the NSW Health RTO which means that qualifications can be offered both to our current workforce and our future workforce.

### Highlights

- Developed and launched “Getting Started” as part of the District’s warm welcome and culture strategy. Initial feedback has been positive – “I got a real sense that Sydney Local Health District actually cares about its staff and patients.” “This District feels like a family, it makes you not feel alone and makes me feel confident to be a part of it.”

New starters were also given the opportunity to provide feedback as part of a new 90 day survey. The first survey was of staff who started between May and August.

*85 per cent feel warmly welcomed to the District with 91 per cent saying they were also warmly welcomed to their department*

*91 per cent have received information about District events and/or priorities*

*88 per cent have a good understanding of what is expected in their role and 97 per cent understand their role as it relates to Patient and Family Centred Care*

*91 per cent have seen the CORE values modelled in their department*

*79 per cent have been given opportunities to give feedback and feel safe to do so*

*79 per cent have seen their team acknowledging or celebrating achievements*

- 5372 students were offered Clinical Placements in 2018-19 completing 190, 868 clinical placement days and 1, 172, 346 clinical placement hours.



Be present



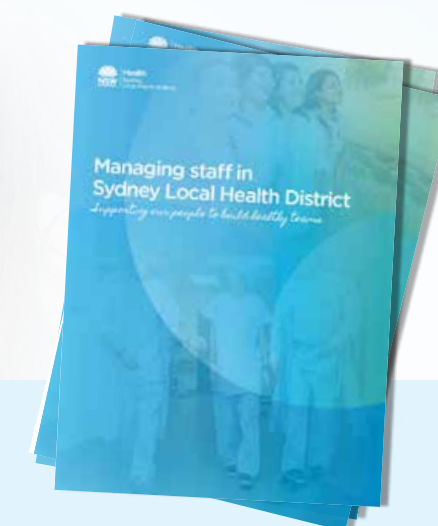
Engage others



Drive excellence



Love what you do



- Developed and launched the Management Accountability Framework to support managers in the workplace. This includes the development of the framework, electronic toolkit, 360 degree tool and coaching service.
- Created the “Ready for Working in Health” pre-employment program. This program aims to prepare participants for a career in health and help to initiate the development of skills required of all health employees before taking on one of our Aboriginal Traineeship programs.
- Doubled the number of positions offered in the Aboriginal Traineeship program – 100 per cent increase in number of trainees in comparison to previous years. This has included the addition of a new stream – environmental services – and the provision of trainees to LifeHouse. The growth in this program has also been supported by a partnership with Weave to provide case worker support for identified trainees.
- Added to the scope of the NSW Health RTO with the Diploma of Government Investigations.
- Completed the Collaborative Leadership Program for Sydney Dental Hospital and Oral Health Services. This project has been a significant contributor in the sustained increase in both the culture and engagement index in the People Matter Survey for Sydney Dental and Oral Health Services.





## Award winning program celebrates 10 years

**Sydney Local Health District celebrated the special milestone of 10 years of the JobSupport program providing employment opportunities for young people with intellectual disabilities.**

In 2008 the District formed a partnership with JobSupport to trial an employment training program at RPA and Concord Hospitals.

A decade later, JobSupport is recognised as one of the leading providers of this kind of program worldwide and Operations and

Training Manager Chloe Moreau, said Sydney Local Health District is their most successful training site.

“81 per cent of clients trained here have achieved employment,” said Ms Moreau.

The Employ-my-ability program has been recognised with a number of accolades including a Prime Minister’s Award, a Premier’s Award and a NSW Health Award.

Sydney Local Health District and JobSupport continue to grow this very special program.

“What we hear from our staff is that in the areas where these young people work there is greater team unity and cohesion, better communication skills and their workplaces are richer.”

**Dr Teresa Anderson AM**  
Chief Executive  
Sydney Local Health District

## Australia’s first Chief Medical Wellness Officer appointed

“We need to foster a sense of community and belonging, make our staff feel valued, focus on reducing inefficient processes, offer a menu of options to support staff with different needs and put real time monitoring in place to evaluate what we are doing.”

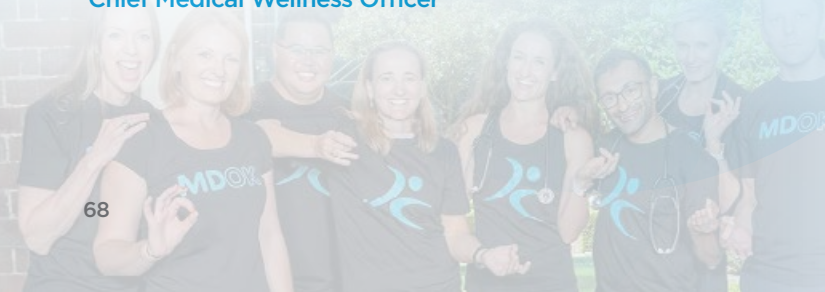
**Dr Bethan Richards**  
Chief Medical Wellness Officer

**Sydney Local Health District has appointed Australia’s first Chief Medical Wellness Officer to drive cultural and systemic change in health and reduce stress and burnout among junior and senior doctors.**

Dr Bethan Richards, the head of rheumatology at RPA and the deputy director of the District’s Institute of Musculoskeletal Health, has been leading RPA’s pilot wellbeing program for basic physician trainees since 2017.

The new program, MDOK, will teach all medical staff the skills to care for their own health, manage traumatic events and mentor younger staff, in addition to attending workshops and sessions on goal-setting, relaxation, stress management, clinical debriefing, nutrition and exercise.

Dr Richards, will also lead a Wellness Centre.



“The sense of humour and laughter that you get out of working in a team environment is absolutely unique and I don’t think you can find that in many other workplaces.”

**Trish Johnson**  
Clinical Nurse Educator  
Balmain Hospital



## We're making healthy choices easier

to support your health and wellbeing



### Making healthy choices easier

#### Improving your health and wellbeing is sometimes about the little choices in life.

Sydney Local Health District is helping to make healthy choices easier, by increasing the healthy food and drink options available to our community when they visit our hospitals.

One in two adults and one in five children in NSW are overweight or obese. Only seven per cent of adults eat the recommended amount of vegetables and 54 per cent eat the recommended amount of fruit.

Earlier this year, hospital retail outlets and vending machines replaced sugary soft drinks and energy drinks for water, 99 per cent juices, milk and diet drinks.

Throughout the year, menu adjustments have been made to ensure healthy options including fruit salads and water are readily available to all customers, muesli bars have a Health Star Rating of 3.5 stars or above and sweet muffins, confectionary and packaged salty snacks are smaller serving sizes.

### Not on our watch



#### The Children's Ward at RPA has become the first paediatric ward in Australia to roll out domestic violence routine screening to all mothers and female carers who are looking after a sick child.

The Domestic Violence Routine Screening in Paediatrics initiative has been recognised by the National Association for Prevention of Child

Abuse and Neglect for its innovative approach to identifying and supporting victims of family violence.

RPA staff specialist paediatrician John Cass-Verco said the team on the children's ward realised there was a missed opportunity to identify domestic violence victims and offer referrals to support services.

"You can't always tell just by looking at someone if they are a victim of

domestic violence and you can't know where someone is on the cycle of desire to disclose, so the more opportunities to ask, the more chances to intervene," Dr Cass-Verco said.

"The RPA program does a great job of sensitively starting important conversations, raising awareness, reducing stigma and supporting families to get the support they need."



## Awards

### Quality Awards: 2018

#### Patients as Partners

Quit Because You Care - Drug Health Services

#### Delivering Integrated Care

Reach-OHT, Integrating Oral Health in Residential Care - Geriatric Medicine, Concord Hospital

#### Patient Safety First

Domestic Violence Routine Screening in Paediatrics - Paediatric Department, RPA

#### Keeping People Healthy

Hepatitis C virus elimination to improve health outcomes - Gastroenterology and Liver Services

#### Supporting Our People

Making Healthy Choices Easier - Health Promotion Unit, Population Health

#### A Safe and Healthy Workplace

Tailoring our Security - Security Working Party, Sydney Local Health District

#### Health Research and Innovation - Highly Commended

RPA Advanced GI Surgical Program - Institute of Academic Surgery

#### Health Research and Innovation

Stroke Reperfusion Project and ECR NOW: Improving Access to Clot Busting - Stroke Services, RPA

#### Excellence in the Provision of Mental Health Services

Bridging the gap between physical and mental health - The Collaborative Centre for Cardiometabolic Health in Psychosis (ccCHIP)

#### Volunteer of the Year

Jan Bell, Concord Repatriation General Hospital

#### Staff Member of the Year

Wendy Tilden, Nurse Unit Manager, Aged Care, RPA

#### Collaborative Leader of the Year

Dr John Cass-Verco, Staff Specialist Paediatrician, RPA

#### Chairman's Award

Reach-OHT, Integrating Oral Health in Residential Care - Geriatric Medicine, Concord Hospital

#### NHMRC Career Development Fellowship

Associate Professor Jodie Ingles

#### Channel 7 NSW and ACT Young Achiever Awards

**Academic Achievement Winner and Young Achiever of the Year**  
Dr Anosh Sivashanmugarajah

#### Australia Day Honours 2019:

Professors Ron Grunstein AM  
Paul Haber AM  
Matthew Kiernan AM  
Matthew Peters AM  
Shane Brown OAM  
Dr Russell Lain OAM  
Joan Ryan OAM  
Lydia Visintin OAM

#### Queen's Birthday Honours 2019:

Professor David Burke AC  
Dr Jonathan Ell AM  
Professor Jonathan Clark AM  
Clinical Professor Peter Thomas Bye AM  
Professor Fjelda Elizabeth Martin AO

### 2019 - NSW Health Awards:

#### Winner

Delivering Integrated Care Creating Healthy Homes and Neighbourhoods

#### Finalist

Secretary's Award for Value Based Healthcare  
Improving the Care of Patients with Acute Back Pain

### NSW Health Excellence in Nursing and Midwifery Awards 2019: Innovation in Research

Dr Michelle Barakat-Johnson

### Inaugural Ruthven Blackburn Medal

Professor David Celermajor

### Australasian HIV and AIDS Conference 2019

**Early Career Award**  
Dr Jack Heron

### ACON's Honour Awards

**HIV Hero Award**  
Lizzie Griggs

### Gastroenterological Society of Australia Awards

**2019 Young Investigator Award**  
Dr Keval Pandya

**Outstanding Clinician Award**  
Clinical Associate Professor Peter Katelaris

### NSW Premier's Awards 2019

**Anthea Kerr Award**  
Jane Turner

**Finalist - Anthea Kerr Award**  
Sophie Hogan

**Finalist - NSW Premier Awards**  
Sydney Local Health District  
Gastrostomy Training Program

### Prime Minister's Awards 2019

**Finalist**  
Healthy Homes and Neighborhoods Program\* winner to be announced 13 November, 2019.



# Our Community

## Community and Consumer Participation

In Sydney Local Health District we have a proud history of partnering with our community to enhance our services. We have hundreds of registered consumer representatives and hundreds of other people give their time to volunteer or provide feedback. We have strong community consultation structures in place for providing policy, planning and service delivery feedback to the District and the Board. The District has a Community Participation Framework. Consumers are involved in many aspects of our healthcare planning and delivery inclusive of input into projects and initiatives, our capital works projects, reviewing our publications and providing important input into service plans. This year new plans underway in our District include the RPA, Concord, Canterbury, Balmain and Sydney Dental Hospital and Community Health Strategic Plans, other service plans and the Diabetes plan.

In 2018-19 the District hosted its second annual Patient and Family Experience Symposium during Innovation Week, showcasing the importance of Patient and Family Centred Care through the stories and experiences of people who use our health services and showcasing the important role our staff have in improving patient experiences.

We also held community open days at RPA and Canterbury Hospitals.



## Volunteers

Our volunteers make a difference.

Throughout our District you will see many volunteers fulfilling important roles. They donate their time and energy to improving the life of patients, their families and visitors. Our volunteers are motivated by a special desire to help others.

“I have been volunteering for 25 years and it makes me very, very happy that I make a little bit of happiness for someone else...”

**Paula Zelynski, Volunteer Visitor  
Community Visitor's Scheme**

## Strategic Communication and Media

Communication is one of the most important tools in all areas of our business. It is how we engage and inform our 12,000 staff and how we share information with patients and their loved ones.

There are a range communication methods we use to communicate as well as partnering with media to showcase our stories and those of our community.




Throughout our Year in Review you may have noticed the “SydneyConnect” symbol. SydneyConnect is our storytelling platform in Sydney Local Health District. Here you can find all the stories, photographs, videos, podcasts, publications (including our Healthmatters newsletter), plans and events that are held in Sydney Local Health District all on one easy to access page.

We also have a range of social channels which feature stories about the District, its staff and patients.


 @SydneyLHD

 @SLHDCommunityEvents

 @Sydneylocalhealthdistrict

 @SydneyLHD

 @SydneyLHD

 [slhd.nsw.gov.au/sydneyconnect](http://slhd.nsw.gov.au/sydneyconnect)



## Visitors flock to November Open Days

### at RPA and Canterbury Hospitals

**Up to 2000 people attended RPA's open day as we opened the hospital doors to the local community for a “behind-the-scenes” view and chance to meet our clinicians.**

RPA partnered with Chris O'Brien Lifehouse's five-year anniversary to celebrate “Pioneers in Patient Care” across the Camperdown campus.

About 100 people took part in organised tours throughout the day.

Canterbury's Open Day was also a great success with dozens taking part in tours in English, Cantonese, Bengali, Mandarin and Arabic.

“I had three of my babies at Canterbury. I love it. [The open day] is a positive reason to come to the hospital - especially with kids. Showing them that the hospital isn't a scary place and it's somewhere fun and safe to go.”

**Local mum Samantha Chapman**





## Donations, fundraising and partnerships

Each year Sydney Local Health District receives donations from the community and in kind support.

We'd like to thank our donors and people and organisations who have partnered with us to help us improve our services. See [slhd.nsw.gov.au/supportUs.html](http://slhd.nsw.gov.au/supportUs.html) to find out more about how you can be involved in Sydney Local Health District.

More than \$8.459 million in fundraising and donations was received during 2017-18.



## Still serving RPA – a tribute to Joan Krefft

**In her 94 years, Joan Krefft made a habit of taking the road less travelled.**

In the post-World War II years, Joan, then aged in her mid-20s, rejected the traditional path for women of her generation and chose to pursue a career in nursing rather than marry and have children.

She spent the next few years nursing in orthopaedics and was appointed Sister-in-Charge of RPA's Clinical Research Unit.

A reference written in 1953 by Dr Charles Ruthven Bickerton Blackburn,

the then-director of the Clinical Research Unit, described her as "a most efficient and conscientious nursing sister" and "very popular with the patients".

Joan left RPA to travel the world, nursing in New Zealand and the UK, where the skills of Australian-trained nurses were highly valued.

On her return to Australia Joan's career took another twist when she accepted a position as Registered Nurse with the distinguished gastroenterologist Sir William (A.W) Morrow. Sir William was one of the founding members of RPA's gastroenterology unit which in 1961

became the AW Morrow Department of Gastroenterology.

Joan worked as Sir William's secretary and nurse in his Macquarie Street rooms for the next 20 years until his death in August 1977. Following his death, Joan applied for a position as a nursing sister with the AMP, armed with references from RPA medical staff.

When Joan died early 2018, Professor Geoff McCaughan, the Director of RPA's AW Morrow Gastroenterology and Liver Centre, was overwhelmed to discover she had left her entire estate to RPA.



## A Bloody Great Night Out!

**770 people came together to raise more than \$216,000 to support world-leading blood cancer clinical trials at Concord Hospital.**

A highlight of the night was the official launch of the Foundation for a Bloody Great Cause. Chief Executive of Sydney Local Health District, Dr Teresa Anderson AM, kicked in \$15,000 on behalf of the District.

To find out more about blood cancer clinical trials at Concord Hospital and to donate see [www.abloodygreatnightout.com.au/donate-now](http://www.abloodygreatnightout.com.au/donate-now)

"This will mean that more patients with life-threatening blood cancers can participate in our clinical trials and access millions of dollars of innovative medicines, long before they are publicly funded."

**Professor Judith Trotman,**  
Head of the Department of Haematology

## Did you know?

**Community donations have always helped to build and grow our Hospitals and health services.**

When we were putting together some of the stories for Canterbury Hospital's 90th Birthday we heard this wonderful story from Shirley Smith, who was primarily responsible for fundraising at the hospital.

"Community support made this hospital. The generosity of local organisations and residents was enormous," she said, recalling one woman who contributed \$25 a fortnight for many years.

"That was pretty special. And, just as significant as the bigger financial donations. That's what made it a community hospital."



## Sydney family donates sculpture to RPA

Renowned Australian craftsman Alan Crawford and his wife Barbara donate a bronze sculpture of a baby to RPA after having twins at the hospital in 1976.

"For most, having a baby is a momentous day. It's a very special memory... The Crawford family's decision to donate the sculpture makes me think about the hospital's history and the people who have come to us – every one of them has their own connections to us."

**Jan White, Clinical Manager for Women's Health, Neonatology and Paediatrics**





# Community engagement and events



Sydney Local Health District hosts and participates in a range of events throughout the year across our facilities to engage and inspire our community.

**Innovation Week** is the District's largest annual event in which brings together our leading clinicians, researchers, academics, staff and community at the Sydney Innovation and Research Symposium. Put Innovation Week in your diary now 24-30 August 2020 and check the website for updates [slhd.nsw.gov.au/innovationsymposium](http://slhd.nsw.gov.au/innovationsymposium)

## Community events at the Walker Estates - Yaralla and Rivendell

The **Yaralla Festival** is a fun family day out to promote health and wellbeing and to encourage the use of the beautiful Dame Eadith Walker (Yaralla) Estate as a community resource. Yaralla is also the setting for our popular Carols at Yaralla to get into the Christmas spirit with live music, dancing and a huge grassed area for kids big and small to enjoy.

In Spring the **Rivendell Flower Show** fundraiser bursts to life with an annual spectacle of floral displays, gardening workshops and exhibits by high-profile florists and lifestyle personalities. The event is a fundraiser for Concord Hospital

and a fantastic opportunity to promote the benefits of getting outdoors for improved mental health and wellbeing.

A series of **Cultural Events** are hosted throughout the District over the course of the year including Close the Gap Day, NAIDOC Week and Sorry Day. We also hold an annual Multicultural Leaders' Forum and EquityFest - aiming to showcase, inspire and connect our staff who work to address equity issues.

We commemorate the sacrifices of our servicemen and women at services including Remembrance Day, Kokoda Day, VP day and ANZAC day at Concord Hospital.

**March Arts** highlights and showcases the benefits of integrating The Arts into the design and delivery of health services and health messaging. A wonderful range of exhibitions, performances and classes take place throughout the District in March.

Our staff also provide health screening and information at major community events including the Community Wellness Expo, held in conjunction with Lebanese Muslim Association.

The District attends Fair Day, a family-friendly carnival to mark the beginning of the Sydney Gay and Lesbian Mardi Gras.



## the pitch

In Sydney Local Health District, we take great pride in celebrating the ideas of our staff.

Our innovation challenge - The Pitch - gives staff an opportunity to pitch their brilliant ideas, no matter how big or small, to drive positive changes in their service, improve patient care or support our community.

For more information visit [slhd.nsw.gov.au/innovation/pitch.html](http://slhd.nsw.gov.au/innovation/pitch.html)





# Our Environment

## Planning

Improving the environment in which our communities live and work to build a healthy and resilient community is a key priority for Sydney Local Health District.

The Planning Unit develops, manages and coordinates the strategic, service and facility plans for Sydney Local Health District and works with partner and community agencies to ensure that the wellbeing of our community is considered in future urban developments.

## Supply Services

Supply Services oversees goods and services procurement for Sydney Local Health District, valued at over \$400 million in the last financial year.

In addition, the Contracts and Compliance Unit undertakes all local tendering for the District and guides the implementation and optimisation of state-wide contracts. There are currently over 400 active contracts in the PROcure contract register.

## Sustainability

We're striving to reduce our impact on the environment and to deliver world-class sustainable healthcare.

We're taking action across our District, not only to reduce our energy and water consumption, but in other key areas too, for example procurement, food, waste and capital works.

We're embracing innovative ways of using and conserving resources, managing waste from our hospitals, including recycling clinical waste in theatres, up-cycling patient furniture in our wards and restoring items of historical significance.

## Did you know?

Each day more than 350 purchase orders are processed, from paper clips to state-of-the-art MRI machines.

## Capital Works

Sydney Local Health District has a dedicated team who maintain and refurbish our facilities to ensure we can provide the best care to our patients.

### Projects completed in 2018-19 include:

- RPA Emergency Department upgrade
- RPA Hydrotherapy Pool
- Community Health – Forest Lodge Child and Family Health Centre (Bridge Road)
- Balmain Hospital – GPC Waiting Room Redesign
- RPA Radiology Library Workroom
- Concord Hospital X-Ray Machines
- Canterbury Hospital X-Ray Machines
- RPA X-Ray Machines
- Concord Hospital VMO Carpark Refurbishment
- RPA Professor Marie Bashir Centre – Renal Expansion Stage 1
- Concord Centre for Mental Health Therapeutic Environments Project

More details about the projects can be found the Sydney Local Health District budget presentation [slhd.nsw.gov.au/budget.html](http://slhd.nsw.gov.au/budget.html)

## New-look casualty service for Balmain Hospital

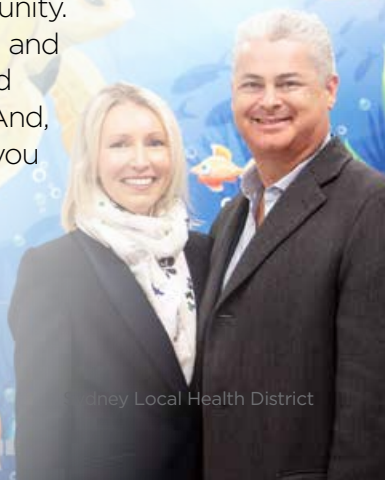
A Sydney family has made a major financial contribution to the revamp of the General Practice Casualty (GPC) service at the historic Balmain hospital.

Grateful for the care their children received – and for support given to their business over the past 12 years – the Pagent family was keen to give back to the community

The GPC provides urgent treatment for minor injuries, illnesses and other health problems usually treated by a GP. It's open from 8am to 10pm every day of the year.

"We are very fortunate to have such a special service at a hospital in our local community. As a parent, you're worried and concerned about your child when they're sick or hurt. And, this is a local place where you can go to get care."

Kylie Pagent



## Concord Hospital Redevelopment



### NCVH pilot opens at Concord Hospital September 2019

Australia's first comprehensive care centre offering specialist physical and mental healthcare services for veterans has opened at Concord Hospital.



### Redevelopment milestone as early works complete September 2019

Premier Gladys Berejiklian and Health Minister Brad Hazzard have officially recognised the end of early works at Concord Hospital as construction ramps up on the \$341 million redevelopment of the campus.



### Concord Redevelopment turns the first sod February 2019

Concord Hospital Redevelopment reaches a major milestone as main works begin.



### Enabling works underway June 2018

Departments and services are moving to new locations in preparation for demolition.



### Masterplan on show February 2018

Concord Hospital's redevelopment masterplan has been unveiled.



### The Concord Hospital redevelopment is here December 2017

Works to prepare the hospital campus for its \$341 million stage 1 redevelopment are underway.



### \$341 million for Concord Hospital June 2017

The NSW Government announced Concord Hospital will get a \$341 million upgrade delivered in the 2017-18 NSW Budget.

## Royal Prince Alfred Hospital Redevelopment

The NSW Government has announced a \$750 million redevelopment of Royal Prince Alfred Hospital. It is the biggest investment in the hospital since it opened in 1882. The first stage of the redevelopment will include a much-needed expansion of the emergency and imaging departments, more state-of-the-art operating theatres and greater integration of ambulatory services.

"RPA is a jewel in the state's health crown and I know you will all be very excited to see work start on this project." The Hon Brad Hazzard MP, Minister for Health.

## Canterbury Hospital Emergency Department Expansion

At Canterbury Hospital we're upgrading the Emergency Department.

When complete, the \$6.5 million dollar upgrade include:

- A new entrance to the Emergency Department
- A new purpose built paediatric area which will include new treatment spaces, resuscitation area, specialist isolation area and amenities for our young patients and their families
- Updates to existing areas including the Waiting Room, Triage Area, ED Short Stay Unit and Fast Track.
- A new medical records department will be built to allow room for the Emergency Department redesign.

The changes are being made to support staff in our Emergency Department and across Canterbury Hospital who provide care for more than 45,000 patients every year, with 11,500 presentations for children and their families.





“There will be those days when you just want to come home and cry. But then... those days when you see how you have made a difference in someone’s life – you will see someone in the street and they look completely different and they’ll catch you and they will thank you and they will say you’ve changed my life... that’s what it is all about.”

Michelle Harris  
Clinical Nurse Consultant  
Mental Health Services

# Financial snapshot

In 2018-19 Sydney Local Health District spent \$1.86 billion providing healthcare to the people of NSW and came in on budget.

A total of \$1.18 billion was spent on staff-related expenses and a further \$52 million went towards Visiting Medical Officers (VMOs). Other operating expenses were \$537 million, including medical and surgical consumables, drugs, repairs and maintenance on our facilities and services provided to our community by other NSW health services.

Our own-source revenue included \$105.35 million from patient fees and \$195.59 million from other revenue sources.

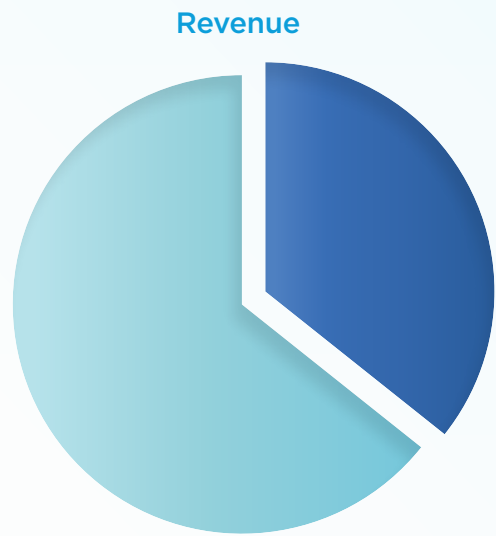
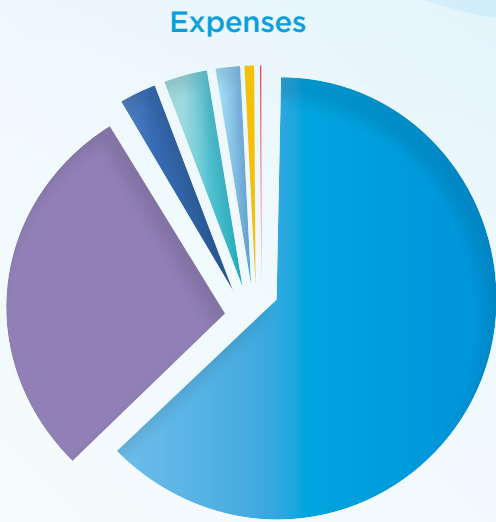
We continue to deliver and manage our health services within our budget in spite of the challenges of a rapidly growing population, continued advances in medical technology and increasing complexity in patient conditions.

The District is committed to maintaining open and transparent financial practices by holding an annual budget roadshow where we present the latest financial and operational data to staff and the community. The Board will continue to monitor our financial performance and position throughout the 2019-20 financial year.

Actual expenses	\$	%
Employee Related	\$1,180,581,000	63.4
Other operating	\$536,570,000	28.8
VMOs	\$52,381,000	2.8
Depreciation	\$57,160,000	3.1
Grants and subsidies	\$21,719,000	1.2
Third schedule hospitals	\$12,741,000	0.7
Other services	\$200,000	0.0
Total expense	\$1,861,352,000	100.0

Actual revenue	\$	%
Patient fees	\$105,346,000	35.0
Other revenue	\$195,588,000	65.0
Total revenue	\$300,934,000	100.0

Source: SLHD Annual Financial Statements for the year ended 30 June 2019





# Activity data

Hospital or service	Separations	Same day	Same day rate	Total bed days	Acute average length of stay (days)	Daily average inpatient*	Occupancy rate	Acute bed days	Total available beds*	Average available beds*	Non-admitted patient service events	Emergency Department attendances	Ambulance presentations	Births
Balmain Hospital	1,979	270	13.64%	29,473	9.73	80.75	96.7%	6,568	29,646	81.22	61,377			
Benevolent Society of New South Wales - Scarba Services											5,387			
Canterbury Hospital	20,972	6,479	30.89%	65,452	2.67	179.32	82.53%	50,446	79,310	217.29	104,828	46,706	8,382	1,595
Chris O'Brien Lifehouse - public contracted services	2,401	701	29.20%	13,187	4.67	36.13	45.79%	13,187	29,200	80.00	137,501			
Community Health Services											212,017			
Concord Hospital	60,750	38,381	63.18%	231,550	2.54	634.38	90.17%	134,277	256,790	703.53	384,888	42,328	9,860	
Mental Health Services											212,038			
Royal Prince Alfred Hospital	82,589	38,570	46.70%	297,574	3.20	815.27	89.02%	240,415	329,668	903.20	587,772	82,427	22,286	4,811
RPA Institute of Rheumatology and Orthopaedics	1,865	331	17.75%	6,352	3.26	17.40	73.71%	6,085	8,168	22.38	45,264			
Sydney Dental Hospital											104,026			
Thomas Walker Hospital	350	131	37.43%	1,706		4.67	29.66%		5,544	15.19				
Tresillian Family Care (Canterbury/Willoughby/Wollstonecraft)	6,023	105	1.74%	22,353	3.63	61.24	89.29%	21,839	25,033	68.58	23,750			
District total	176,929	84,968	48.02%	667,647	4.24	1,829	74.60%	472,817	763,359	2,091.39	1,878,848	171,461	40,528	6,406

\*Excludes beds in ED and delivery suite





# Our Board



**The Hon Ron Phillips AO**  
**Chair**

The Hon Ron Phillips served as the Member for Miranda in the NSW Parliament Legislative Assembly from 1984 to 1999. Among other appointments, Mr Phillips served as Government Whip, Minister for Health and Deputy Leader of the NSW Opposition. After leaving politics, he developed a successful consulting business in the health and aged care industry, providing strategic and detailed advice to government and a broad range of business clients. Mr Phillips was formerly part owner and managing director of the Sydney Breast Clinic Pty Ltd and chair of the Sydney Institutes for Health and Medical Research. He is currently a founding shareholder and director of BCAL Diagnostics Pty Limited and a director of Westmead IVF.



**Victoria Weekes**  
**BComm LLB FAICD SFFin**

Victoria Weekes is a professional non-executive director with more than 25 years' experience as a senior executive in the financial services sector. Currently, Victoria is the Independent Chair of OnePath Custodians, a major superannuation fund and a director of URB a listed investment company. Victoria is Deputy Chair of SGCH, one of NSW's largest community housing groups and President of the Financial Services Institute of Australasia (Finsia). Victoria is also a member of the ASIC Markets Disciplinary Panel, Chair of the NSW Treasury Audit and Risk Committee and a member of the State Library Council of NSW. Victoria was previously a director of the Cure Brain Cancer Foundation, ANZ Trustees, the Livestock Health and Pest Authority and Comcover Advisory Council.



**Dr Thomas Karplus**  
**FRACP**

Dr Thomas Karplus is a Senior Staff Specialist in Vascular Medicine in the Sydney Local Health Network and also an Honorary Visiting Medical Practitioner in the Sydney Children's Hospitals Network. For 20 years he has been in private practice as a Vascular Physician in Burwood. Dr Karplus is Treasurer-General of the International Union of Angiology (IUA) and is on the Executive and Administrative Boards of the IUA. He is State Secretary of the NSW branch of the Australian Salaried Medical Officers Federation (ASMOF) and is also a Federal Councillor of ASMOF. Previously he was Chair of the Medical Staff Council at Concord Hospital and Chair of the Medical Staff Executive Council at Sydney South West Area Health Service.



**David McLean**  
**FAIM FAICD**

David McLean has a 35-year career in healthcare communications and marketing in Australia, USA and South East Asia at Chief Executive level in a leading multinational corporation. A co-founder and chairman of The University of Sydney Medical School's Cancer Communications Unit, Mr McLean served as a board member of the Faculty of Pharmacy Foundation. He has a passion for patient advocacy and effective professional patient communications. He continues to serve in other board and chair positions and mentors young, high-potential talent.



**Associate Professor Mary Haines**  
**BA Hons (Psych) PhD GAICD**

Associate Professor Mary Haines has worked in senior positions across the government, academic, corporate and independent sectors. She is currently a Senior Adviser at the Sax Institute; Adjunct Associate Professor at the Menzies Centre for Health Policy, University of Sydney; and Director of Mary Haines Consulting. Her expertise lies in health research, translational initiatives, evaluation, strategic policy development and implementation.



**Ronwyn North**  
**LLB GAICD**

Ronwyn North is a professional practice consultant and educator with more than 20 years' experience providing independent advice in the public, private and not for profit sectors. She is known for her expertise and 'thought leadership' in organisational governance and development, professional practice management and professional risk and ethics exposure, particularly in the legal services sector. Ms North was an external member of University of Sydney Senate's Safety and Risk Management Committee for more than five years and former chair of the Continuing Legal Education Association of Australasia (CLEAA).



**Associate Professor Christine Giles**  
**MA BA FAIM MAICD**

A/Professor Christine Giles is an experienced non-executive director with more than 20 years' experience as a senior executive in national and international health sectors. This experience encompasses health policy, health system and health service planning, research and national cancer control. Christine served on the Council of Australian Government (COAG) Health Committee and as Principal International Policy Advisor, Asia, for the World Bank. Christine is recognized for her expertise in public policy and has led significant health policy initiatives enhancing health system governance and priorities; value-based health care and patient care. Christine is the Executive Director and Head of Policy and Strategy at Cancer Australia. Christine is an Associate of the Menzies Centre of Health Policy, Syd University.



**Frances O'Brien**

Frances O'Brien is the Director of Nursing and Midwifery Services at Canterbury Hospital. Mrs O'Brien has worked within the Sydney Local Health District area for over 20 years during which time she has occupied a number of senior nursing positions. Frances has extensive experience in health and in particular acute care services. She is committed to innovation and the delivery of safe and effective patient care.



**Susan Anderson**

Susan is an Aboriginal registered nurse, from the Gamilaroi lands (Werris Creek). Susan has a passion for Aboriginal Health and has been involved in Aboriginal health and workforce policy development (particularly in nursing, midwifery and Aboriginal Health Workers) over the last 18 years at a national and NSW State level. Her passion is supporting Aboriginal people entering careers of nursing and midwifery. She has a number of major achievements including the development of guidelines for Aboriginal Health Workers in NSW Health, a NSW Aboriginal Nursing and Midwifery DVD called 'My Mob, Your Mob and Our Mob' and the NSW Aboriginal Nursing and Midwifery Cadetship Program. Last year she won a Premier's Award for her involvement in the development of the NSW Health Respecting the Difference - An Aboriginal Cultural Training Framework. Susan is currently working as the Aboriginal Strategic Advisor at the Cancer Institute NSW.



**Professor Paul Torzillo AM**  
**MBBS FRACP**

Professor Paul Torzillo is an executive Clinical Director, Head of Respiratory Medicine and a senior Intensive Care physician at Royal Prince Alfred Hospital and a Clinical Professor of Medicine at The University of Sydney. For more than 30 years, he has had a major involvement in Aboriginal health and is the Medical Director of the Nganampa Health Council in the north-west corner of South Australia.



**Mr Richard Acheson**

Mr Richard Acheson has senior management experience with Australian national, state and local governments and in the not-for-profit sector, with an emphasis on engaging and collaborating with Aboriginal, ethnic and religious communities and diverse stakeholders at all levels to develop policy, plan and implement projects, manage issues and resolve disputes. He has represented NSW and advised NSW Ministers at national councils on immigration and multicultural affairs. He was a member of the executive of Multicultural NSW, conducted public inquiries into matters affecting communities in NSW and has participated on national and state wide boards and committees. He currently mentors individuals and provides advice to small community organisations.



**Dr Karen Luxford**  
*Resigned 30 June 2019*  
**BSc(HonsI) PhD FAIM GAICD**

Dr Karen Luxford is a senior executive in health with over 20 years' experience in a range of leadership roles in the public, not for profit and private sectors including A/g CEO and Executive Director, Clinical Excellence Commission NSW and GM of the National Breast and Ovarian Cancer Centre in Australia. Karen has extensive experience in governance, strategic planning, engaging with a wide range of stakeholders and leading organizational change.

Karen is currently the CEO of the Royal Australasian College of Dental Surgeons and the Board Chair of Endometriosis Australia (NFP charity). Karen is an alumni Harkness Fellow in Healthcare Policy and Practice, at Harvard Medical School, Boston, USA and is passionate about health care.



# Our Executives

Chief Executive <b>Dr Teresa Anderson AM</b>	Director Internal Audit <b>Michael Clark</b>
Executive Director Operations <b>Dr Tim Sinclair</b>	Director Strategic Relations and Communication <b>Corryn McKay</b>
Executive Director Clinical Services Integration and Population Health <b>Lou-Anne Blunden</b>	Director Media <b>Kate Benson</b>
Acting Director Workforce and Corporate Operations <b>Gina Finocchiaro</b>	Director Planning <b>Dr Pam Garrett</b>
Executive Director Clinical Governance and Risk <b>Dr Katherine Moore</b>	Director Aboriginal Health <b>George Long</b>
Acting Director Medical Services <b>Dr Kim Hill</b>	Director Allied Health <b>Sarah Whitney</b>
Executive Director Nursing and Midwifery Services <b>Ivanka Komusanac</b>	Director Pharmacy and Chief Pharmacy Informatics Officer <b>Rosemary Burke</b>
Director Finance <b>Ross Sinclair</b>	General Manager Sydney Dental Hospital <b>Dr Jason Cheng</b>
Chief Information Officer <b>Richard Taggart</b>	General Manager Community Health <b>Miranda Shaw</b>
Executive Director Sydney Research <b>Adjunct Associate Professor Vicki Taylor</b>	General Manager Drug Health Services <b>Judy Pearson</b>
Acting Director Performance Monitoring, System Improvement and Innovation <b>Hannah Storey</b>	General Manager Croydon, Marrickville, Redfern Health Centres <b>Madeleine Kitchener</b>
General Manager Royal Prince Alfred Hospital <b>Nobby Alcala</b>	General Manager Population Health <b>Renee Moreton</b>
Acting General Manager Balmain Hospital <b>Michael Morris</b>	Director Centre for Education and Workforce Development <b>Lesley Innes</b>
Acting General Manager Canterbury Hospital <b>Kiel Harvey</b>	Director Strategic Health Sourcing <b>Maria Kokkinakos</b>
General Manager Concord Repatriation General Hospital and Director BreastScreen <b>Dr Genevieve Wallace</b>	Director Mental Health <b>Associate Professor Victor Storm</b>
Director Capital Assets, Property and Engineering <b>Jon Gowdy</b>	Director National Quality and Safety Standards <b>Ann Kelly OAM</b>

# Clinical streams

## Aged, Chronic Care, Rehabilitation, General Medicine, General Practice, Endocrinology and Andrology

**Associate Professor John Cullen**  
Clinical Director

**Professor Ian Caterson**  
Deputy Clinical Director

**Debra Donnelly**  
Clinical Manager

**Julie-Ann O’Keeffe**  
Operations Manager

This clinical stream provides care for members of the community who are more likely to have multiple acute and chronic co-morbidities, disability including cognitive disabilities and who have frequent interactions with healthcare providers across multiple settings of care provision. The stream includes a complex range of acute and sub-acute inpatient services, services that assist transition from hospital to home, community services, outpatient and ambulatory care services across the District. The District has 77 Residential Aged Care Facilities, with 4,576 residents. Assisting local RACF residents access appropriate health care is one of the responsibilities of the stream.

## Cancer Services and Palliative Care

**Associate Professor Philip Beale**  
Clinical Director

**Anne Lofaro**  
Clinical Manager

The Cancer Services Clinical Stream provides integrated cancer care and treatment across RPA, Concord, Canterbury hospitals and the public-private partnership with Chris O’Brien Lifehouse. This stream has one of the largest concentration of cancer expertise in NSW and is nationally and internationally renowned for the treatment of melanoma, multiple myeloma, head and neck cancer, lung

cancer, cancer genetics, colorectal cancer, sarcoma, gynaecological cancer, complex cancer surgery and for genomics and clinical cancer research. The stream’s primary objective is to provide patient-centred, equitable access to timely and innovative cancer treatment and care for all patients. Treatment also expends to medical and radiation oncology and surgery. Palliative care and survivorship provision are exemplary services that support quality of life for SLHD patients.

## Drug Health Services

**Professor Paul Haber AM**  
Clinical Director

**Judy Pearson**  
General Manager

This stream provides a range of treatments and interventions at hospitals and health centres across the District to address the needs of people with disorders of substance use and related harms. The stream also works with community groups to address local concerns relating to drug activity and public amenity. Services include withdrawal management; opioid treatment; clinical toxicology; MERIT; Harm Minimisation including Needle Syringe Program and primary health care for injecting drug users; assertive outreach; counselling; tobacco cessation clinics; perinatal and family drug health services; and hospital consultation and liaison.

## Gastroenterology and Liver

**Professor Geoff McCaughan**  
Clinical Director

**Judith Dixon**  
Clinical Manager

This stream provides medical and nursing services at Canterbury, Concord and RPA and in the community, to patients with

acute and chronic conditions of the gastro-intestinal tract. These conditions include liver disease, colorectal and peritoneal cancers, inflammatory bowel disease, minor ano-rectal disease, faecal continence and large bowel dysfunction. The stream undertakes colorectal, upper gastro-intestinal and hepatobiliary surgery. RPA is the only site in NSW that performs adult liver transplants. Specialised endoscopy units perform more than 12,000 procedures a year, including gastroscopies, colonoscopies, sigmoidoscopies and oesophageal dilatation, endoscopic retrograde cholangio-pancreatography (ERCP) and peroral endoscopic myotomy (POEM).

## Cardiovascular

**Professor Phillip John Harris**  
Clinical Director

**Professor Len Kritharides**  
Clinical Director (part year and part year Deputy Clinical Director)

**Jerry O’Sullivan**  
Clinical Manager

This stream includes cardiology, cardiothoracic surgery, vascular surgery and renal medicine departments, all of which are distinguished by a culture of research and scholarly enquiry. The stream boasts a remarkable proportion of specialist clinicians with higher research degrees, and many are also leaders of major national scientific and clinical bodies. Services for patients with cardiovascular disease are changing dramatically, driven by changing epidemiology and the relentless progress of biomedical innovation. There is also a growing emphasis on ambulatory care to maintain cardiovascular health in the community.



# Clinical streams

## Community Health Services

**Miranda Shaw**  
General Manager

**Paula Caffrey**  
Director, Child and Family Health

**Cassandra Dearing**  
Director of Nursing

**Jo Leavy and Alison Cowell**  
Acting Director, Community Specialist Services

**Dianna Jagers**  
Director, Integrated Clinical Systems

Community Health Services are integral to the provision of comprehensive and responsive health care provided by Sydney Local Health District. We provide primary health, acute and sub-acute services in community-based settings and through client home visits. Clinical services are complemented by targeted health education programs to support personal and community health and wellbeing, empowerment and responsibility. Inherent to our models of care is the purposeful design of many services and programs to address inequity. This may be explicit in the service model of care or may be enacted through the triage process. Whilst a number of Community Health services are 'universal', many are specifically designed for sub-groups in the community who experience poorer health and/or poor access to health services. Services span antenatal to end-of-life and include: Sydney District Nursing (community nursing, Hospital in The Home, palliative care); Child and Family Health (nursing, allied health and medical services; Healthy Homes and Neighbourhoods integrated care program; Disability Specialist Unit); Sydney Specialised Intellectual Disability Health Team; community youth health (Youthblock), sexual health and HIV services; community sexual assault and domestic violence counselling services.

## NSW Health Pathology

**Dr James Kench**  
Local Pathology Director (RPA)

**Dr Margaret Janu**  
Local Pathology Director (Concord)

**Associate Professor Sue McLennan**  
Director Operations,  
NSW Health Pathology East

NSW Health Pathology provides diagnostic testing throughout NSW, including Sydney Local Health District. Specialists also provide clinical services in haematology, immunology, microbiology and infectious disease and chemical pathology. Laboratories are at RPA, Concord and Canterbury Hospitals. Our expert pathologists are integrated into our clinical services, teaching and research programs.

## Medical Imaging

**Professor Michael Fulham**  
Clinical Director

**Anne Lofaro**  
Clinical Manager

The stream provides indispensable diagnostic imaging and therapeutic services for the clinical services at all the District's hospitals. The imaging modalities vary in complexity from site to site befitting the needs of the clinical services and include radiography, ultrasound, fluoroscopy, CT, MR, interventional radiology in the brain and body, SPECT-CT, PET-CT, radionuclide therapy. The stream also operates its own TGA-licensed medical cyclotron that provides PET radiopharmaceuticals for SLHD and other NSW districts. In 2019 there have been major investments in state-of-the-art digital radiography, fluoroscopy, interventional capabilities and PET-CT. Expansion of MR services at RPA and Concord are underway. RPA also celebrated a major milestone with the performance of the 100,000th PET scan since the

service began in 1992. The stream has also produced the 1st new fully-trained radiochemist in the State under a program designed to replenish a small but critical workforce in medical imaging.

## Mental Health

**Associate Professor Victor Storm**  
Director and Clinical Director

**Dr Andrew McDonald**  
Director of Clinical Services

**Lance Takiari**  
Acting Director of Nursing

The service manages all public mental health facilities within Sydney Local Health District. In addition to the provision of general mental health services across the age range, there are specialist services for Aboriginal and Torres Strait Islander people, eating disorders, youth with emerging mental illness, adults with intellectual disability and mental health disorders and multicultural services. The service has partnerships with organisations that care for consumers and their families and carers, leisure programs and vocational and educational support.

## Neurosciences, Bone and Joint, Plastics and Trauma Surgery

**Clinical Associate Professor Paul Stalley AM**  
Clinical Director

**Jerry O'Sullivan**  
Clinical Manager

This stream encompasses a range of services including chronic pain, rheumatology, trauma, all orthopaedic services, ophthalmology, neurosurgery, ear nose and throat surgery, clinical immunology, infectious diseases, HIV medicine, allergy services, plastic and reconstructive surgery and the

entire range of neurology and associated neuroscience services. These services are provided at District, tertiary and quaternary levels, both to patients living within Sydney Local Health District and across NSW, with a strong and innovative research and education component. They are provided within the District and selected outreach services we delivered in rural and regional areas.

## Oral Health

**Professor (Dr) Sameer Bhole**  
Clinical Director

**Dr Jason Cheng**  
General Manager

Sydney Dental Hospital provides level six oral health services, which support eligible residents of NSW for their tertiary and quaternary oral health needs. There are currently 160 public dental chairs available in the District. The Oral Health Clinical Stream recognises that the demand for oral health services will continue to grow, in response to population growth, maintaining good oral health and the introduction of more advanced procedures and techniques. The service aims to meet these demands by continuing to protect, promote, maintain and improve the oral health of the community, whilst strengthening access to services and programs for communities which are vulnerable, marginalised or experiencing the poorest health. Oral health also continues to support and strengthen the relationship with a number of educational institutions and invests in research to strengthen evidence based practice.

## Public Health

**Clinical Associate Professor Leena Gupta**  
Clinical Director

**Dr Zeina Najjar**  
Acting Director

**Graham Burgess**  
Deputy Director

The main role of the Public Health stream relates to the statutory responsibilities under the NSW Public Health Act 2010 to protect the health of the population with regards to infectious diseases, environmental health and immunisation. The service conducts applied and translational research across a range of areas of public health, including those listed above and also epidemiology, surveillance and emergency management. Much of the applied research relates to investigations of public health incidents or outbreaks such as influenza in residential aged care facilities.

## Respiratory and Critical Care

**Professor Paul Torzillo**  
Clinical Director

**Judith Dixon**  
Clinical Manager

This stream includes the emergency, intensive care and respiratory departments. Each of the services provide specialist care concerned with the acute diagnosis and management of conditions, including those that are life threatening, which may require sophisticated medical support and invasive monitoring. Services are resource intensive and contain many components of care that are technologically advanced. The stream cares for some of the most medically vulnerable people who use the healthcare system, including those who are medically

unstable, recovering from major invasive operations, suffering with multiple organ failure, potentially lethal arrhythmias, acute renal failure, extensive burns, those who have been sexually assaulted and those suffering from severe respiratory compromise.

## Women's Health, Neonatology and Paediatrics

**Dr Robert Ogle**  
Clinical Director

**Jan White**  
Clinical Manager

This stream embraces women's health in maternity and gynaecology as well as neonatology, paediatrics and youth health. The stream's research network has expanded over the past 10 years in many areas, but particularly in obstetrics. This has resulted in a stimulating environment of auditing our current clinical practice as well as answering new research questions to improve clinical outcomes. A growing population and a rising birth rate have resulted in an increase in complexity of patients in obstetrics and maternal foetal medicine. Similarly, the growing young population has resulted in an increase in paediatric presentations to our emergency department. There is a focus on patient and family centred care across the stream with a strong interface with the community and its associated resources.



# Service directory

**Sydney Local Health District Head Office**  
Level 11  
King George V Building  
Missenden Road  
Camperdown NSW 2050  
**T** 02 9515 9600  
**Fax** 02 9515 9610  
8.30am–5pm  
Monday–Friday  
[www.slhd.nsw.gov.au](http://www.slhd.nsw.gov.au)

## Public Hospitals

**Balmain Hospital**  
29 Booth Street  
Balmain NSW 2041  
**T** 02 9395 2111  
**Fax** 02 9395 2020

**Canterbury Hospital**  
Canterbury Road  
Campsie NSW 2194  
**T** 02 9787 0000  
**Fax** 02 9787 0031

**Concord Repatriation General Hospital**  
Hospital Road  
Concord NSW 2139  
**T** 02 9767 5000  
**Fax** 02 9767 7647

**Royal Prince Alfred Hospital**  
Missenden Road  
Camperdown NSW 2050  
**T** 02 9515 6111  
**Fax** 02 9515 9610

**Concord Centre for Mental Health**  
Hospital Road  
Concord NSW 2139  
**T** 02 9767 8900  
**Fax** 02 9767 8901

**Sydney Dental Hospital**  
2 Chalmers Street  
Surry Hills NSW 2010  
**T** 02 9293 3200  
**Fax** 02 9293 3488

**Thomas Walker Hospital**  
(Rivendell Child and Adolescent Unit)  
Hospital Road  
Concord West NSW 2139  
**T** 02 9736 2288  
**Fax** 02 9743 6264

**Yaralla Estate**  
**T** 02 9515 9600  
SLHD-YarallaEstateCommittee  
[@health.nsw.gov.au](mailto:@health.nsw.gov.au)

## Affiliated Health Services

**Tresillian Family Care Centres**  
Head Office  
McKenzie Street  
Belmore NSW 2192  
**T** 02 9787 0800  
**Fax** 02 9787 0880  
[tresillian.org.au](http://tresillian.org.au)

1b Barber Avenue  
Kingswood NSW 2747  
**T** 02 4734 2124  
**Fax** 02 4734 2453

25 Shirley Road  
Wollstonecraft NSW 2065  
**T** 02 9432 4000  
**Fax** 02 9432 4020

2 Second Avenue  
Willoughby NSW 2068  
**T** 02 8962 8300  
**Fax** 02 8962 8301

**Sydney South West Pathology Service**  
Missenden Road  
Camperdown NSW 2050  
**T** 02 9515 8279  
**Fax** 02 9515 7931

## Community Health Services

**Croydon Health Centre**  
24 Liverpool Road  
Croydon NSW 2132  
**T** 02 9378 1100  
**Fax** 02 9378 1111

**Marrickville Health Centre**  
155–157 Livingstone Road  
Marrickville NSW 2204  
**T** 02 9562 0500  
**Fax** 02 9562 0501

**Redfern Health Centre**  
103–105 Redfern Street  
Redfern NSW 2016  
**T** 02 9395 0444  
**Fax** 02 9690 1978

**Camperdown – Community Sexual Assault and Domestic Violence Counselling Service**  
Level 5  
King George V Building  
Missenden Road  
Camperdown NSW 2050  
**T** 02 9515 9040

**Camperdown – Community Sexual Health Clinic**  
16 Marsden Street  
Camperdown NSW 2050  
**T** 02 9515 1200

**Canterbury Community Health Centre**  
Corner Thorncraft Parade and Canterbury Road  
Campsie NSW 2194  
**T** 02 9787 0600  
**Fax** 02 9787 0700 (community team)  
**Fax** 02 9787 0896 (mental health team)

**Community Youth Health Service (Youthblock)**  
288 Abercrombie Street  
Darlington NSW 2008  
**T** 02 9562 5640  
**Fax** 02 9562 5664  
SLHD-youthblock  
[@health.nsw.gov.au](mailto:@health.nsw.gov.au)

**Sydney District Nursing**  
In-home nursing care delivered District-wide  
**Nursing clinics located at:**  
- Croydon Health Centre  
- Redfern Health Centre  
- Marrickville Health Centre  
**T** 1300 722 276

**Redlink Outreach Service**  
McKell Building  
55 Walker Street  
Redfern NSW 2016  
**T** 02 8303 5958

**Healthy Families, Healthy Children**  
Child Health Information Link (CHIL) Contact Centre  
**T** 02 9562 5400  
[slhd.nsw.gov.au/hfhc](http://slhd.nsw.gov.au/hfhc)

## Community Child and Family Health Centres

**Alexandria Park Community Centre**  
Cnr Park Avenue and Power Road Alexandria NSW 2016  
**T** 02 9562 5400

**Camperdown**  
King George V Building  
67–79 Missenden Road  
Camperdown NSW 2050  
**T** 02 9515 9000

**Croydon**  
24 Liverpool Road  
Croydon NSW 2132  
**T** 02 9562 5400

**Earlwood**  
Corner Homer and William Streets  
Earlwood NSW 2206  
**T** 02 9562 5400

**Five Dock**  
Corner Park Road and First Avenue  
Five Dock NSW 2046  
**T** 02 9562 5400

**Glebe/Ultimo**  
160 St Johns Road  
Glebe NSW 2037  
**T** 02 9562 5400

**Redfern Alexandria Park Community Centre**  
Park Road  
Alexandria NSW 2016  
**T** 02 9562 5400

**Balmain**  
530A Darling Street  
Rozelle NSW 2039  
**T** 02 9562 5400

**Belmore**  
38 Redman Parade  
Belmore NSW 2192  
**T** 02 9562 5400

**Campsie**  
143 Beamish Street  
Campsie NSW 2194  
**T** 02 9562 5400

**Chiswick**  
5a Blackwell Point Road  
Chiswick NSW 2047  
**T** 02 9562 5400

**Concord**  
66 Victoria Avenue  
Concord West NSW 2138  
**T** 02 9562 5400

**Forest Lodge**  
300 Bridge Road  
Forest Lodge NSW 2037  
**T** 02 9562 5400

**Homebush**  
2A Fraser Street  
Homebush West NSW 2140  
**T** 02 9562 5400

**Lakemba**  
35 Croydon Street  
Lakemba NSW 2195  
**T** 02 9562 5400

**Leichhardt**  
Piazza level  
Italian Forum  
23 Norton Street  
Leichhardt NSW 2040  
**T** 02 9562 5400

**Marrickville**  
55–157 Livingstone Road  
Marrickville NSW 2204  
**T** 02 9562 0500

**Punchbowl**  
44 Rossmore Street  
Punchbowl NSW 2196  
**T** 02 9562 0500

## Breastscreen NSW screening and assessment sites

**Royal Prince Alfred Hospital**  
Level 4  
Gloucester House  
58 Missenden Road  
Camperdown NSW 2050  
**T** 02 9515 8686  
**Fax** 02 9515 8685

**Croydon Health Centre**  
24 Liverpool Road  
Croydon NSW 2132  
**T** 02 9378 1444  
**Fax** 02 9378 1445

**Campsie Centre**  
Shop 39, Level 1  
14–28 Amy Street  
Campsie NSW 2194  
**T** 02 9718 3823

## Oral Health Services

**Canterbury Oral Health Clinic**  
Canterbury Hospital  
Thorncraft Parade  
Campsie NSW 2194  
**T** 02 9293 3333  
(Central intake)

**Concord Oral Health Clinic**  
Building 21  
Concord Hospital  
Hospital Road  
Concord NSW 2137  
**T** 02 9293 3333  
(Central intake)

**Croydon Oral Health Clinic**  
**Croydon Health Centre**  
24 Liverpool Road  
Croydon NSW 2134  
**T** 02 9293 3333  
(Central intake)

**Marrickville Oral Health Clinic**  
Marrickville Health Centre  
155–157 Livingstone Road  
Marrickville NSW 2204  
**T** 02 9293 3333  
(Central intake)

**Sydney Dental Hospital**  
**Community Oral Health Clinic**  
1st and 6th floors  
Sydney Dental Hospital  
2 Chalmers Street  
Surry Hills NSW 2010  
**T** 02 9293 3333



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