



Health
Sydney
Local Health District

YEAR IN REVIEW 2019–20

EXCELLENCE IN HEALTH AND HEALTHCARE FOR ALL

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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.

Front cover:
Nurse and patient,
RPA Hospital

Back cover:
Ballast Point Park,
Birchgrove

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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 368,800 page views between July 2019 to June 2020.

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

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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 the 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 Land 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

Sydney Local Health District has a proud history of being at the forefront during times of adversity. This year has been one of the toughest in our history.

We have cared for more than 700,000 people who live in our District, and the more than one million who come into our District each day to visit, study and work. Our staff provided care and support to victims of the New Zealand volcano disaster and then joined the bushfire response in Southern NSW and Murrumbidgee Local Health Districts.

But it has been our COVID-19 response, that has touched every part of our organisation, and all of our staff, students, volunteers, partner organisations, patients and their loved ones.

We have made significant changes to help stop the spread of COVID-19, to keep our community and our staff safe.

We are very grateful for the support, understanding and kindness shown by our patients, their families and our community.

In January we implemented our Emergency Operations Governance Protocols to respond to COVID-19. Our Public Health Unit surged to more than 100 staff for contact tracing, surveillance and to inform our decision making. We established the state's first COVID-19 Clinic for testing at RPA, followed by more than a dozen other dedicated testing locations, testing almost 90,000 people before the end of June, and by the end of October, almost 304,000.

We prepared our hospitals and services, and put measures in place to educate, inform and support our staff. This included digital strategies like video conferencing for telehealth and administration across 15,724 meetings between February and June.

Specialised Tiger Teams were formed to support frontline staff. The District set up Special Health Accommodation, caring for almost 1,800 people and screened arriving passengers at airports, ports and Central Railway Station.

Measures were put in place to support vulnerable people including 11 wellbeing clinics to screen and vaccinate people who were homeless or living in boarding houses, testing and outreach for the 4,000 people living in aged care facilities in our District and delivering 10,000 meals to elderly people or those with disabilities when food security became an issue. We established an important partnership with the Aboriginal Medical Service Redfern to support our Aboriginal and Torres Strait Islander community. The Sydney Health Care Interpreter Service received more than 63,707 requests for interpreting and spent almost 46,000 hours interpreting for patients and their loved ones. Demand for telephone interpreting increased by 77 per cent during the COVID-19 response.

In February, we launched the state's first virtual hospital, **rpavirtual**. In the first four months of operations **rpavirtual** staff cared for more than 1,000 patients, 600 of them with COVID-19, the highest number of patients cared for by a single service in NSW. By October the service had seen more than 5,000 patients.

This financial year more than 6,000 babies were born at RPA and Canterbury Hospitals. Almost 4,500 of the babies born this year have a digital health record for life, following the implementation of PowerChart Maternity at RPA and Canterbury Hospitals in October 2019.

There were more than 1.7 million people cared for in our outpatient services, 169,344 people in our Emergency Departments, nearly 40,000 of them arriving by ambulance. Our 20 Community Health Services delivered care to more than 33,500 clients at our service locations, 10,440 clients in their homes and to almost 40,000 children. There were 588 active clinical trials in more than 68 departments. More than half of the trials are international studies.

We opened the National Centre for Veterans' Healthcare at Concord Hospital and the Kidney Centre RPA.

We continued our infrastructure program with the \$341 million redevelopment of Concord Repatriation General Hospital and \$6.5 million Canterbury Hospital Emergency Department Expansion. Planning is underway for further upgrades to Canterbury Hospital. We're planning for the \$750 million redevelopment of Royal Prince Alfred Hospital after the NSW Government announced the project would be fast tracked and we're preparing to start construction on the state's first Mental Health Parent and Baby Unit on the RPA campus.

We celebrated the 90th anniversary of Canterbury Hospital, 10 years for our Dementia Café at Concord and five year milestones for the Institute of Academic Surgery at RPA and Concord Centre for Palliative Care. Royal Prince Alfred Hospital was named in the top 100 hospitals worldwide by Newsweek for the second year in a row, one of only four Australian hospitals to be recognised this year and our Oral Health Services achieved accreditation.

A significant focus for the District has been culture. In the People Matter Survey, our staff voted our District one of the best places to work in NSW. We received the highest engagement index (67 per cent) and culture index (71 per cent) of any District in the state.

This year has not been easy. But together with our staff and the people who live and work in our District, we have shown the resilience and strength of our community. We have shown how we work together and care for one another. Thank you to everyone who is part of this incredible team.

Highlights



Supported the NSW Bushfire Emergency Response.



Celebrated the highest engagement index (67 per cent) and highest culture index (71 per cent) of any local health district in NSW in the People Matter Survey.



Opened RPA Virtual Hospital in February 2020, the first hospital of its kind in NSW, within nine months staff had cared for more than 5,000 patients.



Opened the National Centre for Veterans' Healthcare at Concord Hospital.

About Sydney Local Health District

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

OUR VISION

Our vision is excellence in health and healthcare for all.

OUR VALUES

Our District values are:

- Collaboration
- Openness
- Respect; and
- Empowerment

This year the COVID-19 pandemic has required a significant response from our staff, our health service and our community. The safety and care of our patients and their loved ones, our community and our staff is always a priority and it has been central to our pandemic response.

It has been one of the toughest years our health service has faced, yet we have seen the realisation of incredible ideas and innovations, resilience and kindness.

During the year we have continued to prepare our health services for the future, with the COVID-19 response requiring the fast tracking of many of our digital healthcare strategies, including the launch of RPA Virtual Hospital, the first of its kind in Australia. We have continued important redevelopment and building works at Concord and Canterbury Hospitals, RPA Kidney Centre and we planned for the \$750 million redevelopment of Royal Prince Alfred Hospital and the Mental Health Parent and Babies Unit at RPA.

Our priorities and plans align with the Strategic Directions of NSW Health. Culture has remained a key focus and we celebrated the highest engagement index (67 per cent) and highest culture index (71 per cent) of any local health district in NSW in the People Matter Survey.

About Sydney Local Health District

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.

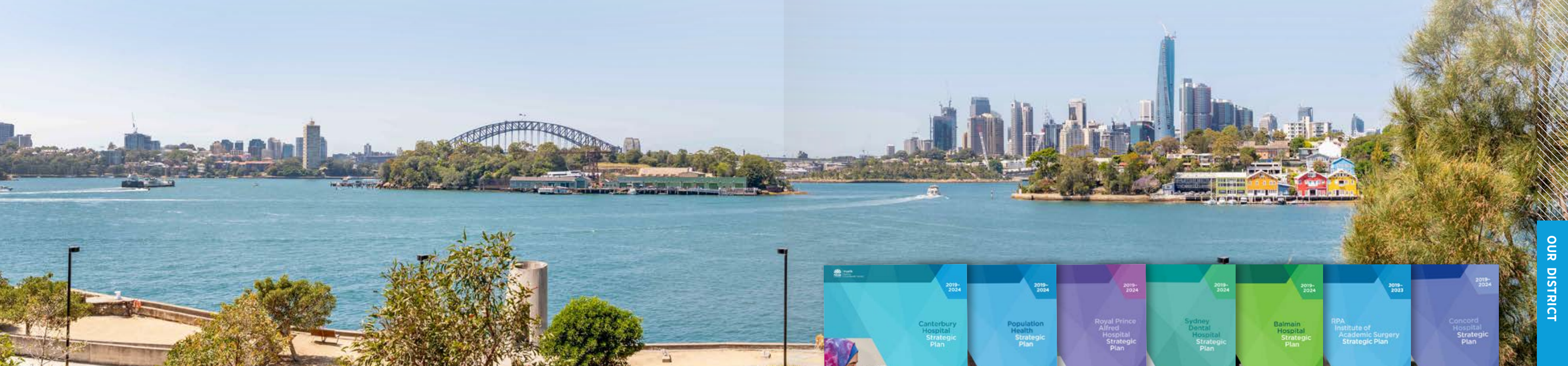
With about 14,000 staff, our District is responsible for the health and wellbeing of around 700,000 people living within our boundaries, as well as many more from rural and remote parts of NSW and Australia. We also care for more than a million people who come into our District each day to work, study and visit.

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.

The population is growing more rapidly than that of NSW, increasing by 115,000 (20 per cent) over the last decade. It is projected to grow by a further 30 per cent by 2031.

2019-20 at a glance





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.

Consumer engagement

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, 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.

Our diverse communities

The traditional custodians of the land in Sydney Local Health 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. The major languages spoken at home include Chinese languages, Arabic, Greek, Korean, Italian and Vietnamese. New and emerging languages in the District include Bangla, Nepali, Rohingya and Mongolian.

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 around 4,500 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 8,500 babies are born to mothers residing in the District.

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



Our Strategic Plan

The Sydney Local Health District Strategic Plan 2018-2023 was officially launched in 2018-19, setting the roadmap for our organisation for 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 (Collaboration, Openness, Respect, Empowerment).

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. The hospital and service plans were launched at the Annual General Meeting in November 2019.

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

In 2019-20:

Consultation, planning and development of key facility and service plans and clinical stream position papers 2019-24 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, Eating Disorders
- Position papers – Cancer Services, Cardiovascular, Drug Health Services, Women's and Babies
- 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

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.

Organisational Wide Accreditation Assessments

In Sydney Local Health District there was one Organisational Wide Accreditation Assessment conducted during 2019-20. Oral Health Services and Sydney Dental Hospital were successfully accredited under the NSQHS Second Edition in July 2019.

Other accreditation survey schedules have been suspended by the Australian Commission on Safety and Quality in Healthcare due to the COVID-19 pandemic.



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



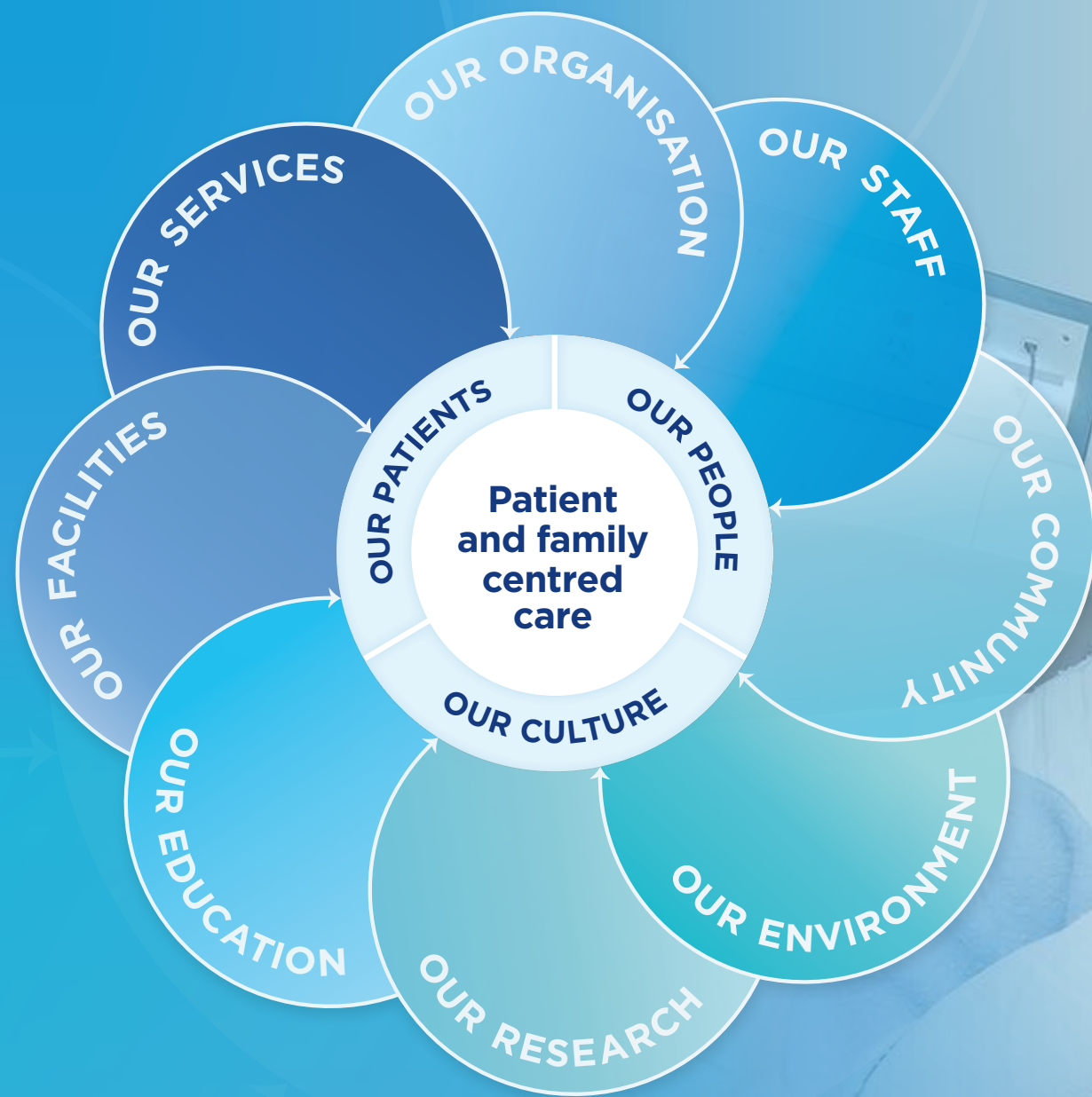
Our research

- 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



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. And while this has been different during COVID-19, we have still found ways for consumers to actively participate in the work of the District. Examples of consumer participation includes; being part of our formal consumer participation network

(consumers have met via teleconferencing and video conferencing), 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. During Mental Health Month 2020 we introduced our inaugural Peer Support Worker Awards.

Partners in Care

In Sydney Local Health District we recognise the people important to you as Partners in Care.

According to the World Health Organisation (WHO):

COVID-19 is the infectious disease caused by the coronavirus, SARS-CoV-2, which is a respiratory pathogen. The WHO first learned of this new virus from cases in Wuhan, People’s Republic of China on 31 December 2019.

The first case of COVID-19 identified in Australia was in late January 2020.

AUSTRALIA

27,582
confirmed cases*

907
lives lost*

WORLDWIDE

45,533,225
confirmed cases*

1,188,349
lives lost*

Putting COVID-19 into perspective

Chair of the Board

The Hon Ron Phillips AO

An extraordinary year takes an extraordinary response.

There are few things that unsettle the Hon Ron Phillips AO when it comes to healthcare – the Chair of the Board of Sydney Local Health District has a unique perspective – he is a former Minister for Health in NSW.

During our COVID-19 response the Chair has continued to host virtual Meetings of the Board and has attended the District's COVID-19 Steering Committee and staff information sessions where he's provided insight, encouragement and recognition to our staff.

In April, he shared his thoughts with us about the extraordinary times we faced for the first time in 100 years.

How would you describe the situation we're facing?

We've had the threat of AIDS, SARS, MERs and a number of other transmissible diseases but nothing so pervasive as the novel coronavirus. We are literally on a war footing combating the invasion of this virus.

As a former Minister for Health – you may have a slightly different perspective on COVID-19 to the rest of us. You would understand first-hand the plans we have in place to deal with this type of situation – but did you ever think you would see those plans enacted?

I was in parliament during the AIDS crisis of the eighties and nineties and Minister for Health for part of that time. From a leadership point of view, living that experience, I thought, that was as tough as it could get. The impact of the coronavirus with its ability to spread so rapidly through the community, overload our health system, kill many people in its wake and so dramatically effect our social and economic wellbeing has overwhelmed me.

How would you describe the response in Sydney Local Health District?

The response has been amazing. As they say when the going gets tough, the tough get going. With the tragic impact of the fires still fresh in their minds, the leadership team and staff of Sydney Local District swung into action at such a pace it was hard to keep up with them.

What we have asked our leaders and staff to do is exceptional.

I am so proud at the responsiveness of the individuals, teams and organisations within our District.

As a result of their skill and hard work I would contend that Sydney Local Health District is amongst the best in readiness to combat this enemy.

What would you like to say to managers and staff?

Firstly, I want to congratulate and thank them for the job they have done to ready Sydney Local Health District for the worst. The possibility of facing a tsunami of patients is frightening.

At the same time they have been working so hard to prepare every sector of the community rich or poor to do their bit to avoid catching this virus and where appropriate caring for them within their homes.

Secondly, I want to emphasise that we place the highest value on the health and welfare of every one of our people. These are stressful times that will test our ability to cope; it can be emotional; it can bring out the best and worst of people. However, if we continue to take pride in what we do, take collective ownership of the problem and support each other – then we will succeed.



What would you like to say to the Community?

They can be assured that Sydney Local Health District is there to care for them. In the meantime, help the doctors and nurses and yourselves by staying home-only venturing out for essentials, wash your hands regularly and adhere to the social distancing rules. By taking collective ownership of this problem, by each of us doing our bit we will defeat this virus.

Is there something that has struck you personally at this time?

Sydney Local Health District has a proud history of being at the forefront at times of adversity. Their ability to manage during a crisis is legendary. I am so proud to be the Chairman of the Board of such an amazing group of health professionals at every level.



HIGHLIGHTS

Joined the NSW Health response to COVID-19 in Australia including:

- Testing and screening – establishing the first COVID-19 Clinic for testing in NSW on 30 January, the same day the WHO declared a global health emergency. Staff have tested almost 304,000 people to 31 October 2020, at dedicated Clinics or “pop-up” services; supported screening and testing at Sydney International Airport, Sydney Domestic Airport, Central Railway Station and NSW Ports; provided care to vulnerable communities through 11 Community Wellbeing Clinics to provide screening, flu shots and food to over 1100 people who are homeless or otherwise vulnerable; and tested and followed up more than 420 people for COVID-19 and other influenza like illness living in Residential Aged Care facilities within the District through our outreach programs
- Provision of Special Health Accommodation for NSW, caring for almost 5,300 people in quarantine to 31 October 2020
- Surged Public Health Unit to more than 100 staff for contact tracing, surveillance and to inform our decision making
- **rpavirtual** provided virtual care to 1,000 COVID-19 positive patients – the highest number of patients actively managed by any one service in NSW and Australia
- Significantly changed service provision and prepared hospitals to respond to COVID-19
- Launched a meal delivery service, providing nearly 10,000 meals to very vulnerable older residents in the District, and those living with a disability, when food security became an issue during COVID-19
- Established sticker entry system and screening for all staff and visitors to our facilities
- Developed consistent signage for COVID areas and partnered with community leaders, through our communication and diversity hub networks to develop consistent resources and messages in language for community

COVID-19 Response

Governance

In January Sydney Local Health District implemented our emergency operations governance protocols to respond to COVID-19.

We opened our Emergency Operations Centre (EOC). Staff from every part of our organisation have been involved in our response.



Simon Fieldhouse



ICT COVID-19 response:

- Delivered 245 individual projects in response to COVID-19
- Designed and delivered 'Are my results ready?' web portal to provide timely, accessible COVID-19 results to over 48,000 COVID-19 patients
- Rapid-deployment of Video conferencing platform Zoom to the District
- Supported the digital infrastructure for COVID-19 screening clinics and drive-through testing locations
- Provisioned 11,000 devices to support remote working

Operations Centre coordinates District's COVID-19 response

A coronavirus pandemic wasn't something anyone could have predicted, but a situation like the one we're responding to now is something we plan for in Health.

Sydney Local Health District's Operations Centre was set up on March 10 in response to the increasing spread of COVID-19 in our community.

The Operations Centre is a control point to coordinate all activities in the District to streamline processes, fast-track priority actions and compile information and reports. It acts as a central point for questions from and information going to staff, external agencies and partners, including emergency services and the Minister for Health.

"We work under the Incident Control System (ICS) model and follow the NSW Health Pandemic Plan. The centre is broken up into five functional groups covering operations, planning, logistics, communications and finance. Our Chief Executive, Dr Teresa Anderson, is the Incident Controller," said the District's Disaster Manager, Sven Nilsson.

In just a few weeks the District had set up nine specialised COVID-19 Clinic testing locations, with more to follow as cases continued to be identified, implemented screening of all staff and visitors entering hospitals, redeployed staff to provide additional support in key areas and repurposed wards into additional intensive care units at RPA, Concord and Canterbury.

The Operations Centre initially held two briefings daily, with the members working virtually wherever possible.

"Our Executive is familiar with the set up because we hold regular training exercises at our hospitals, working with Police and other emergency services to prepare for incidents that require a highly coordinated and rapid response," Sven said.

"Those exercises have helped prepare us to work in this (ICS) structure which allows us to continue to respond to the changing needs of our hospitals, patients, staff and community in the fight against COVID-19."



"It's gone from planning and preparation mode to a fully operational and response mode since January.

I am proud of the nurses and the work they have done in the community. We established the flying squads and the drive-through clinics. It was impressive to see the nurses ability to adapt and listen"

Sven Nilsson, Disaster Manager



Royal Prince Alfred Hospital

COVID-19 RESPONSE

- Established the state's first COVID-19 Clinic on January 30. This was originally located on level 4 beneath RPA Emergency Department and then, to a bigger space in TPU in March. It was relocated to the fire services building in June, and sees an average of 200 patients per day
- Reconfigured wards right across the Hospital in readiness for COVID-19 patients
- Staff and visitor screening stations established at key hospital access points and the number of visitors was limited to help reduce the risk of COVID-19 transmission
- Enhanced staff education in preparedness for managing COVID-19 positive and precautionary cases. This included education in using Personal Protective Equipment (PPE), providing care to patients with suspected and confirmed COVID-19, infection control and other COVID-19 related matters
- A number of RPA staff were redeployed to support the community response to COVID-19. Key support activities included nursing staff to provide care in the Special Health Accommodation facilities (health hotels), contact tracing, airport screening, and staff dedicated to the operation of the drive-through clinics
- Non-essential and non-urgent elective surgery admissions were reduced to lower the risk of COVID-19 transmission and assist in managing the hospital's capacity. Collaborative Care arrangements with private hospitals were used for the management of elective surgery waitlists
- Non-essential and non-urgent outpatient clinic appointments were reduced, and telehealth systems were used where possible
- Increased access to cleaning services and security



Concord Hospital

COVID-19 RESPONSE

- Responded to the COVID-19 global pandemic with the opening of the Concord Hospital COVID-19 Clinic, located in Building 87, and management of the Five Dock drive-through COVID-19 Clinic and the Bressington Park drive-through COVID-19 Clinic
- Staff completed over 16,000 tests to the end of June
- Enhanced ICU capacity throughout the facility in collaboration with District Engineering in preparation for the pandemic. Additional negative pressure rooms were also created as well as additional dialysis capacity
- Infection control training, PPE training, and a review of the infection control process was driven by the Concord Infectious Diseases Department
- Concord Nursing and Allied Health Departments deployed staff to assist in Special Health Accommodation and swabbing duties in drive-through clinics and in call centres
- Concord Centre for Palliative Care developed the COVID-19 End of Life medication set and the COVID-19 End of Life Management Guidelines
- The Concord Pathology Laboratory has experienced a high demand for testing during this period, with over 300 tests undertaken per day
- The Geriatric Department has played a pivotal role in providing an RACF outreach model of care as part of the District response to COVID-19
- Supply Services response to COVID-19 included centralised stock monitoring and control on PPE for wards and Special Health Accommodation



Canterbury Hospital

COVID-19 RESPONSE

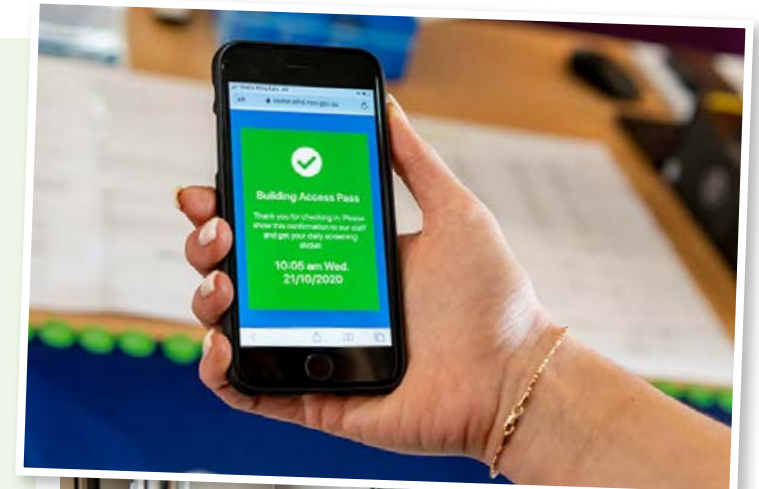
- Opened a COVID-19 Assessment Clinic at Canterbury Hospital in March
- Opened COVID-19 Ward in April. This area has primarily been used for admitted patients awaiting COVID-19 swab results
- Established staff and visitor screening stations with restricted entry points to the facility. Temperature screening at facility entry point commenced and was upgraded to thermal screening in April
- Reduced non-urgent elective surgery. Elective surgery returned to normal in August
- As part of the COVID response, a number of models of care were reviewed to ensure patients presenting to ED and/or admitted as maternity, paediatric or adult patients were managed appropriately
- During 27 April – 31 May, a COVID-19 drive-through Clinic operated at Canterbury-Hurlstone Park RSL. The clinic was staffed by Canterbury Hospital and saw on average more than 150 patients per day with close to 5,000 swabs taken throughout the period
- A CEWD Tiger Team has been based at Canterbury Hospital providing ongoing PPE training and conducting mask fit tests for staff
- Nursing administration prepared up to 800 'home isolation kits' for patients who received a COVID-19 swab at the hospital
- As part of the COVID response, reductions in non-urgent ambulatory care services have occurred. There has been implementation of telehealth models of care. Return of essential ambulatory care clinics commenced as part of a staged recovery plan from Monday 15 June 2020



Balmain Hospital

COVID-19 RESPONSE

- Balmain Hospital made COVID-19 preparations to Wakefield Ward in the event of a surge in positive cases
- Managed the Rozelle drive-through COVID-19 Clinic which opened in April, testing an average of 213 patients per day
- In July the Rozelle drive-through team tested almost 600 patients in one day – among the most tests in one day in Sydney Local Health District
- Established staff and visitor screening stations with restricted entry points to the facility including temperature checks and the sticker of the day. The building access pass app was also implemented
- Staff redeployed to the Special Health Accommodation and flying squads to support the District's response
- Enhanced cleaning of all areas

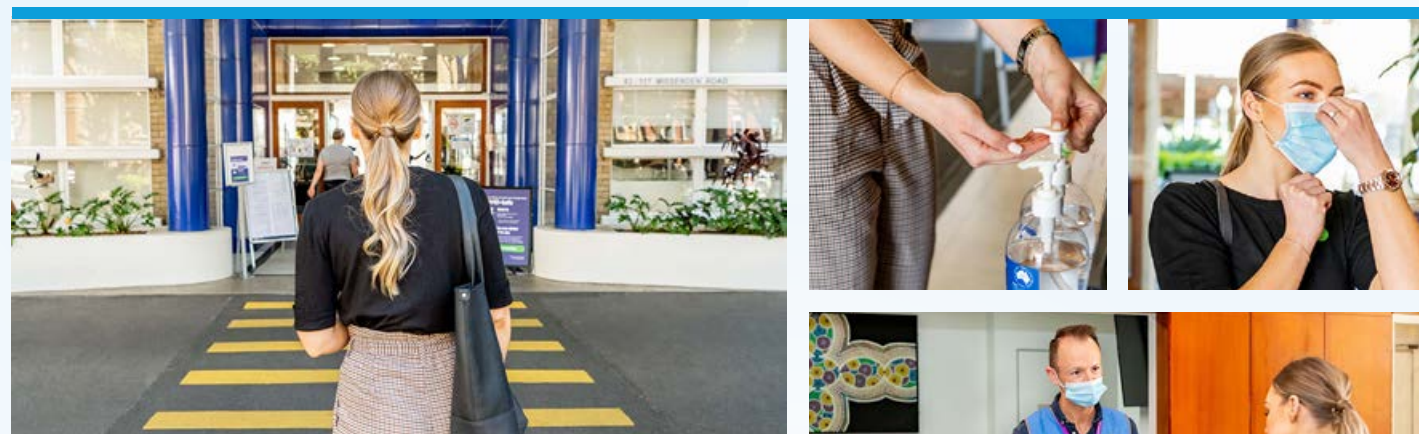


Sydney Dental Hospital

COVID-19 RESPONSE

- Oral health staff are assisting with contact tracing, health centre screening, supply services, Special Health Accommodation assistance, health hotel management, district flu vaccination administration, community health, Special Health Accommodation project team, RPA Pharmacy and microbiology. A total of 80 staff from Sydney Dental Hospital and Oral Health Services were redeployed – 25 of them becoming members of the District's specialist Tiger Team





Changes to our hospitals during COVID-19

Sydney Local Health District radically transformed hospitals and services in 2020 to help protect patients, their loved ones, staff and the community from COVID-19.

The District's Executive Director Operations Dr Tim Sinclair says we established screening stations, implemented a sticker of the day, and limited visitors to help keep COVID-19 out of our facilities.

"We asked hospital patients to have only one visitor a day and where possible only stay an hour, so that we could maintain physical distancing on our wards," Dr Sinclair said.

"All visitors, outpatients were asked to wear face masks when transiting through busy areas and inside the District's facilities.

"Inpatients were also asked to wear a mask when they left their ward.

"And, staff wore surgical masks when they were within 1.5 metres of patients," he said.

The measures are in addition to other precautions which include regular hand hygiene, wiping down surfaces and ensuring physical distancing is maintained.

"We installed screens to help create barriers between people and make areas safe for our staff. We applied social distancing stickers as visual cues to help remind people to maintain that distance.

"All staff and visitors were screened on entry to the District's facilities, had their temperature taken and were given a visitor entry pass.

"We also developed an application called the Building Access Pass to help us keep a record of those who were on site – with the ability to contact them quickly in the event of an outbreak," he said.

Preparing our hospitals – expanding ICU

At the peak of preparations for our COVID-19 response, a team worked around-the-clock to increase the number of intensive care beds across Sydney Local Health District – including designing and constructing a new ICU at RPA in a week.

The 16-bed purpose-built Red ICU, dedicated to treat COVID-19 patients, was built on the site of a former Day Surgery Unit on level three of the hospital.

"It was a team effort. Builders and bio-engineers liaised with clinicians to design the Unit. We had to install new patient monitoring systems throughout the Unit. We built the Unit in seven days," said Jon Gowdy, the District's Director of Capital Assets, Property and Engineering.

The additional beds took the hospital's ICU capacity to 70 beds.

"It was an incredible effort not only to get the physical space built but also the space fitted out so we can help people in there," Dr Tim Southwood, an intensive care specialist, said.

Four other hospital wards were relocated at RPA so that there were additional wards that could be dedicated to caring for COVID-19 patients in the weeks and months ahead – if needed.

At Concord Hospital, a 14-bed Medical Assessment Unit was converted to a COVID-19 ICU in five days.

"The new intensive care unit required the rapid conversion of the Medical Admission Unit into an intensive care space, with dividing walls built, monitors installed and additional ventilators acquired," Dr Genevieve Wallace, Concord Hospital's General Manager, said.

The existing 13-bed Concord ICU was to be used as overflow and there were plans in place to allocate additional ICU beds as required.

At Canterbury, a dedicated COVID-19 inpatient ward was set up to treat patients who needed medical care but didn't require an ICU bed.



Keeping our staff and patients safe

Environmental Services staff have been the first line of defence against COVID-19 across Sydney Local Health District.

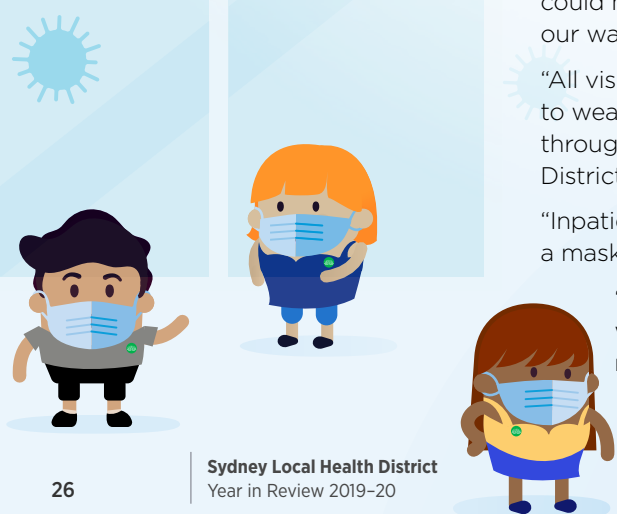
Cleaners have had an essential role particularly in protecting patients, their families, staff and visitors against the spread of the virus.

As the COVID-19 pandemic unfolded, the District implemented additional health, hygiene and cleaning measures to minimise the risk of infection – especially in hospitals.

And, many of the District's cleaners stepped up to work in dedicated COVID-19 Intensive Care Units, hospital wards and clinics.

"The first day I was very nervous. But as soon as I started work, all the staff were extremely supportive. They made me feel welcome and comfortable," Nazrul Manik, an RPA cleaner who works in the hospital's COVID-19 ICU, said.

"I'd like to acknowledge the professionalism, hard work and commitment of the cleaners across the District. I value and appreciate the work you do. Not just today, but every day. We all do," Dr Teresa Anderson AM, the District's Chief Executive, said.



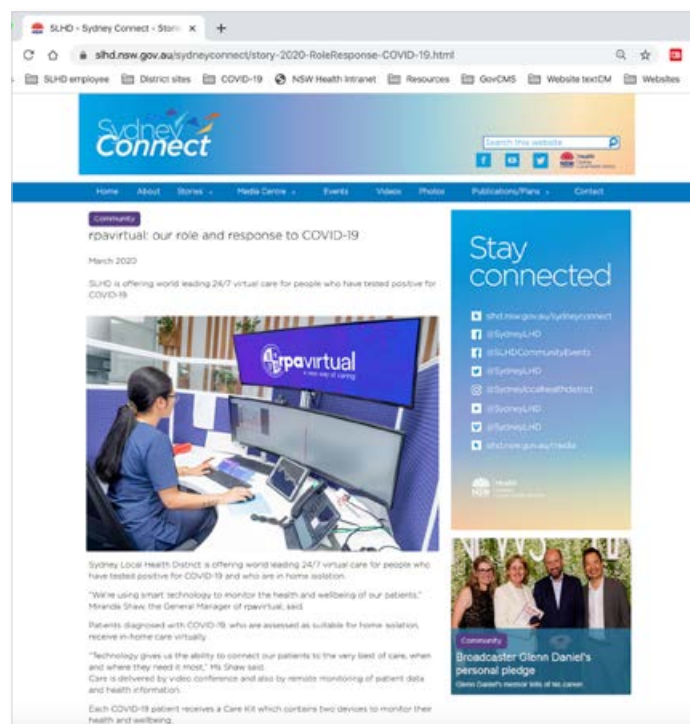
A COVID-19 fighting combination

Both **rpavirtual** and SHA (Special Health Accommodation) didn't exist at this time last year.

Today – we simply couldn't do what we do to protect and care for our community without them.

Both are award finalists in the Sydney Local Health District Excellence and Innovation Awards, and RPA Virtual Hospital won a Premier's Award this year.

During COVID-19 these teams have been working together to care for people in quarantine.



RPA Virtual Hospital COVID-19 Response

- RPA Virtual Hospital, known as **rpavirtual** launched in February – as the first virtual hospital in NSW
- At the time it had 69 Virtual Patients (palliative care, minor wounds, Cystic Fibrosis) and two care pods
- In just nine months that jumped to 5,000 patents and 19 care pods
- It provides around the clock care – and sits in between hospital care and community based care
- It includes a new virtual care centre and our longstanding community nursing service – Sydney District Nursing
- At the start there were six care centre nurses – that number has now grown to more than 50
- By mid-March the team had introduced the first virtual model of care for COVID-19 patients in NSW
- By May the care centre had seen more than 1000 patients in its first four months – 2000 by June (six months)
- As at October – more than 5000 patients have been registered with **rpavirtual**, including more than 1000 COVID-19 positive patients
- More than 1000 patients are also receiving in-person community nursing in their homes at any one time
- This rapid expansion has involved developing new virtual models of care for paediatrics, geriatrics, pregnant women, drug and alcohol and mental health to meet needs of people in quarantine
- **rpavirtual** is also involved in 19 research projects – largely COVID-19 related – and will participate in an antibody trial led by Cell and Molecular Therapies at RPA – under Professor John Rasko

Did you know?

The Special Health Accommodation (SHA) is like a sub-acute hospital in a hotel. We set them up within weeks of the start of our COVID-19 response in Australia.

Special Health Accommodation COVID-19 Response

"The nurses looking after me provided such compassionate care. They learn all the theory about nursing during their studies, but their approach to caring for people – it's that part that matters so much," she said.

High School art teacher, Yvette Stride, 45, spent time in the SHA after returning from China where she teaches at an international school.

"We've pulled people out of their comfort zone from nursing, allied health and various other staff into very strange and unique environment. Everyone has adapted to that environment so well and has worked as an amazing team to support the special health accommodation."

Peter Linnegar, Acting Director of Nursing at SHA

About SHA

The Special Health Accommodation provides comprehensive health care services to people who either have COVID-19, are at risk of having COVID-19 or who have complex health care needs that are not appropriate for management in the Police Managed Quarantine Hotels.

The Special Health Accommodation also cares for people from the community who are COVID-19 positive or close contacts of people who are COVID-19 positive and are unable to self-isolate at home.

All travellers quarantined in the SHA are patients with an electronic medical record and their care is managed by health care professionals. There is very strict physical separation of the different patient cohorts (they are located on different floors) and very strict infection control and infection protocols in place and higher levels of Personal Protective Equipment are used because of the nature of the patients managed.

The SHA functions as a sub-acute hospital with strong clinical governance and oversight by a General Manager and the Clinical Director of RPA Virtual Hospital.

Patients quarantined in the SHA are monitored by **rpavirtual** throughout the day. Only health professionals (nurses, allied health and doctors) are able enter the facility. Police and security officers monitor the perimeter of the facility. Patients are transferred to RPA Hospital if their conditions deteriorate and are unable to be safely managed in the SHA.

As of 31 October 2020 we have:

- 639 apartments over three special health hotels (comprising 1-3 bed room apartments with a total of 753 individual bedrooms)
- Family groups are able to quarantine together under certain circumstances
- We currently have 488 patients in the Special Health Accommodation
- We have designated floors for patients who are positive, negative or pending a result. Physical separation of patient cohorts according to COVID-19 status is a critical part of the infection prevention control process in the SHA.
- The maximum number of patients that we have had in the Special Health Accommodation at any one time was 650 patients
- We are continually reviewing our capacity in partnership with the State Health Emergency Operations Centre (SHEOC) and are currently assessing additional apartment blocks for their suitability and recruiting additional staff.
- Planning is underway to support the return of international students





Flying Squad

One of the backbones of the COVID-19 response in Sydney Local Health District this year has been the nurses.

Every single day since January 29 they have staffed dedicated COVID-19 clinics.

They've swabbed people in all weather and all kinds of places – car parks, hospitals, foyers, council depots, in mosques, churches, in community centres, parks, train stations, the airport, Residential aged care facilities, public housing complexes, a museum and off shore!

Almost 304,000 tests have been completed in the District (between January and November).



The Sydney Local Health District Flying squad is responsible for:

- Testing and educating patients in their homes (almost 100 people)
- Testing and educating people at pop-up clinics (over 2,300 tests conducted)
- Residential Aged Care (RACF) staff testing
- COVID-19 testing at Sydney International Airport (just over 1200 tests conducted).
- Screening and testing passengers at the Sydney Domestic Airport who have been in Victoria and also validating their permits to enter NSW. (More than 35,000 passengers screened and permits validated)
- Assisting with testing at Special Health Accommodation and staff surveillance testing
- Assisting in COVID-19 screening 1,200 people at 11 wellness clinics for vulnerable populations.

More than 350 staff have been involved in the flying squad. These staff have included nurses, allied health staff, administration staff, ex Qantas staff, NSLHD staff and St Johns Ambulance staff.

Did you know?

Summer Hill was the first drive-through COVID-19 Clinic set up in Sydney Local Health District and has done more COVID-19 tests than any other site in our District.

It launched as a staff clinic on 17 March, and later opened up to healthcare workers in other Local Health Districts, Emergency Services workers, school staff and then on 21 April it opened to the general public.

The clinic is run by the Child and Family Health team (Community Health).

The number of tests collected daily jumped to 200-280 between March-April, and again to 450-500 between June-October.

Peak activity was between July-August where the team consistently broke the daily swab record with 500-600 tests conducted per day.

Our Summer Hill clinic holds the record number of tests conducted (648) in just one day.

Over 60,200 tests have been conducted at the Summer Hill drive-through COVID-19 Clinic.



Sock puppet smiles

Creative thinking, and some sewing know-how, has made a big difference to the youngest of our patients at the Summer Hill drive-through COVID-19 Clinic.

Child and Family Health nurse Mary Milne noticed that some children coming to be tested with their parents were feeling worried and anxious at times.

"When we register the families we wear a mask and goggles and often that can be very overwhelming for the little ones," Mary said.

Demonstrating the procedure is also difficult. "Because we wear PPE we can't show the children how wide they should open their mouth.

"I was using my hands to demonstrate but that wasn't very effective," she said.

That's when Mary came up with the idea of creating a sock puppet.

"Murph the sock puppet can show children how to open their mouth and tilt their head, and I can use him to show them where we will swab.

"Murph is also a great distraction for kids while they wait for their turn," she said.

District's Public Health Unit plays key role in COVID-19 response



The Public Health Unit (PHU) is working around the clock to protect the community from the spread of COVID-19.

At the height of the pandemic in NSW our Public Health Unit surged to more than 100 staff for contact tracing, surveillance, to inform our decision making and to help keep our staff and community informed.

Here, the Unit's Clinical Director, Dr Leena Gupta, explains the detective work involved in contact tracing.

What work is the PHU focused on during the COVID-19 pandemic?

As with any disease outbreak, the PHU is focussed on these key tasks:

- Identifying new, suspected or probable cases
- Ensuring testing is carried out to confirm a case
- Tracing any close contacts of a confirmed case
- Isolating people who are confirmed cases and quarantining their close contacts
- Ensuring the safe release of people from isolation once they're non-infectious

About 40 PHU staff, including nurses, doctors, environmental health officers, epidemiologists and administrators, are carrying out this work.

They have been joined by more than 75 staff who have been redeployed from the District's Population Health, Community Health and Planning teams.

What is contact tracing?

Contact tracing involves the PHU making phone contact with people who are confirmed to have COVID-19 and interviewing them.

So far, the PHU has been involved in more than 370 cases between January and November 2020.

Contact tracing over the phone is almost like being a detective. We ask lots of questions so we can identify people's movements and their close contacts while infectious.

The answers help us to understand how people may have acquired COVID-19. We're also able to build a picture of their social and living circumstances and how it impacts on public health.

Often people are shocked or surprised to get a call from us.

We have carried out contact tracing involving schools, universities, large workplaces, restaurants, hospitals, and GP practices. It may mean calling hundreds of people in a single case.

We scrutinise data to identify any specific areas or clusters where there's a need for increased testing so that we're able to work swiftly to minimise any localised transmission.

We work to ensure people who are confirmed to have COVID-19 are safely isolated at home, or a hospital if they're unwell.

We provide referrals for accommodation if needed. And oversee those people while in isolation.

We provide referrals for personal protective equipment and transport too.

We support them, and their close contacts, by providing information about their responsibilities while in isolation and arrange clinical and welfare follow-ups, with support from **rpavirtual**.

We ensure their safe release from home isolation once they're considered not to be infectious.

We also follow-up close contacts, in conjunction with the Ministry of Health, to ensure their welfare, to arrange testing if they develop symptoms or to release them from quarantine at the end of 14 days, if they remain well.

We often also have to work with organisations to make sure they're aware, and their clients or visitors are aware, of the unfolding situation through letters and notices, and sometimes through media and social media.

Why is contact tracing important?

Contact tracing is a critical public health measure that's being used in countries all around the world.

We know it works, especially when it's combined with other public health strategies.

Identifying all the cases of COVID-19, and breaking the chains of transmission via social distancing, is helping to "flatten the curve" of COVID-19, which means reducing the disease burden and spreading cases over a longer period.

This is done to protect our community and to ensure the health system is able to care for people adequately.



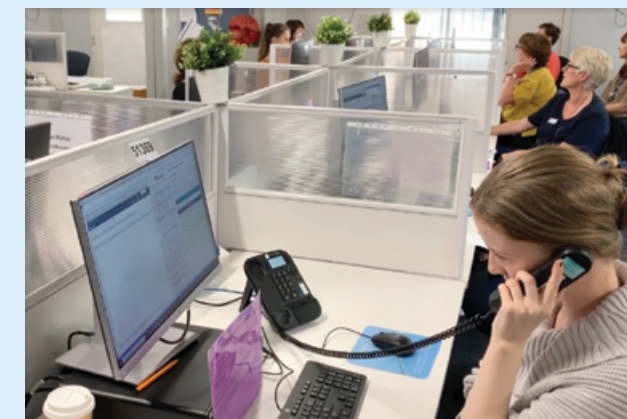
District's telephone hotline helps to get COVID-19 test results out

A special telephone hotline was on set up on 10 March to contact patients with negative results to COVID-19 tests.

"We talk to people who have been tested for COVID-19 in Sydney Local Health District when there's a test result for them," Amanda Yates, Program Manager for the Clinical Governance and Risk Unit, said.

"We ring them or they can ring us for their result and ask questions about what they need to do now," Amanda said.

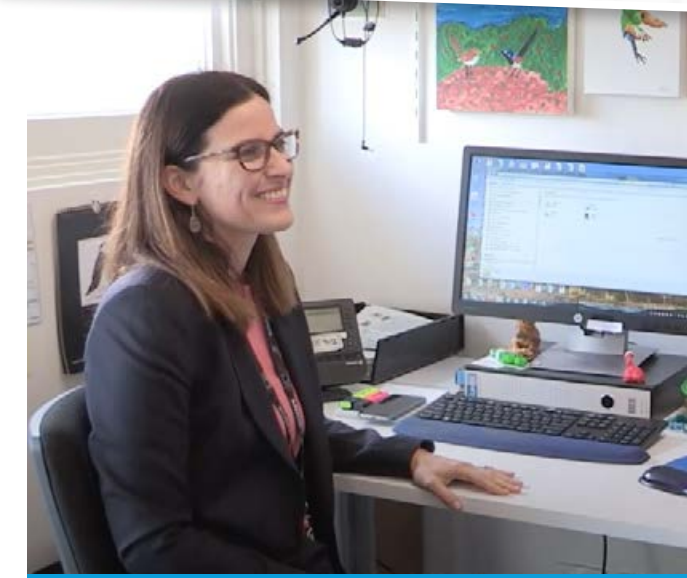
The call centre is staffed by employees who've been redeployed from the District's Clinical Governance and Risk Unit, Community Health, Drug Health, Child and Family, and Information and Communication Technology teams.



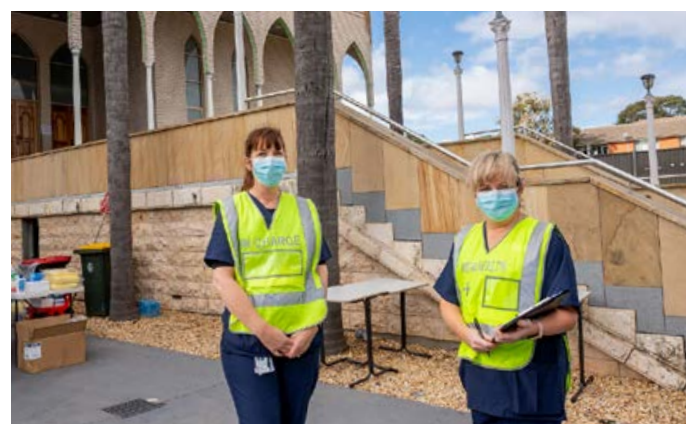
Did you know?

Between January and November 2020 the Public Health Unit has followed up:

- 374 Confirmed COVID-19 cases
- 3545 close contacts (or people considered at high risk of COVID-19)
- 605 businesses in our community regarding their COVID-19 Safety Plans



Across the District,
we have planned, set-up
and run more than 27
COVID-19 testing clinics
to 31 October 2020.

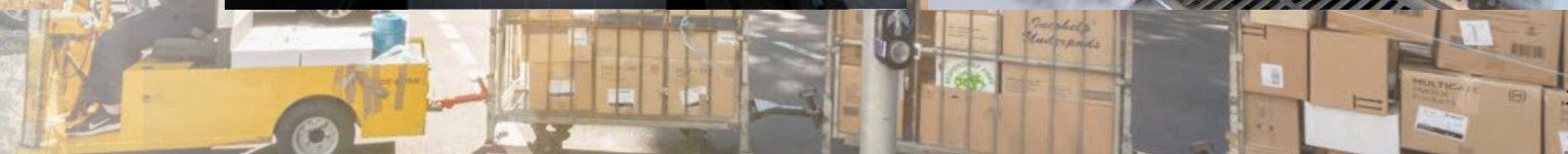


Did you know?

Sydney Local Health District set up the first COVID-19 testing Clinic in the state on 30 January at RPA.



More than
304,000
people
have been tested
for COVID-19 in Sydney
Local Health District





Partnership formed to help homeless people and boarding house residents

Sydney Local Health District has formed a grassroots partnership to protect and support people who are homeless or live in boarding houses during the COVID-19 outbreak.

The District, the Newtown Neighbourhood Centre and the Inner West Council have collaborated to run free pop-up Community Wellbeing Clinics.

Eleven clinics have been run and care bags given away at selected Assisted Boarding Houses, at Petersham Town Hall, Herb Greedy Hall at Marrickville and other community facilities, like the Exodus Foundation.

"We're working together to reduce the risk of transmission of COVID-19 among some of the most vulnerable

members of our community," Lisa Parcsi, the District's Director of Integration and Partnerships, said.

"We want to prevent or reduce the impact of outbreaks or hotspots in the places where they live. We also want to ensure their physical, emotional and social needs are supported during the pandemic," she said.

There are 418 boarding houses in the District accounting for 47 per cent of the registered boarding houses in NSW. It's estimated up to 5,000 people live in them.

Staff step-up during COVID-19



With one of the biggest urban Aboriginal populations in NSW, Sydney Local Health District is working closely with Aboriginal and Torres Strait Islander communities to help stop the spread of COVID-19.

Many Aboriginal people have co-morbidities which put them at a higher risk of being diagnosed with COVID-19 than the rest of the population.

Bundjalung woman and Graduate Management Trainee Karinya Bellear and her colleagues, Kalkadoon / Kuku Yalanji woman Dee McNamara and Gamilaroi man Walter Towney, are helping the District's Public Health Unit contact tracing team when a COVID-19 case is confirmed in the Aboriginal community.

"I am incredibly humbled to be able to assist our mob through these unusual and challenging times," Ms Bellear said.

Their connections have facilitated the timely follow-up of confirmed COVID-19 cases, and close contacts, within the District's Aboriginal community.

Protecting nursing home residents during the pandemic

Sydney Local Health District has an experienced team of nurses working at the frontline of the fight to protect the most vulnerable in our community from COVID-19.

Elise Campbell, James Courtney and Andrea Long provide rapid COVID-19 testing for the District's 58 residential aged care facilities. They are also an important source of clinical knowledge and advice for nursing home staff.

The trio is seconded to the District's Residential Aged Care Facility (RACF) Outreach Service, based at Concord Hospital.

Since the start of the pandemic, the RACF Outreach Service has almost doubled its activities to support nursing homes in the District.

"COVID-19 has put a lot of pressure on nursing homes and their staff. We're trying to give them as much extra support as we can," Elise said.

Older people with comorbidities are at greater risk of becoming seriously ill or dying from COVID-19, and nursing homes residents, in shared living spaces, are particularly vulnerable.

Each week the RACF Outreach Team, along with the Public Health Unit and Concord Hospital's Palliative Care Service, hold a teleconference with managers of nursing homes in the District. They are also joined by a Primary Health Network representative and NSW Ambulance.

It's an opportunity to share information and updates on

COVID-19 and for nursing home staff to ask questions or reach out for support.

AJ Ambas, Clinical Governance and Quality Assurance Manager at Leigh Place, a nursing home in Roselands, said the RACF Outreach Team is a shoulder to lean on through challenging times.

"The RACF Outreach Team has provided us with extra confidence that we are not alone in safeguarding our residents from the virus.

"The stress of this pandemic can be overwhelming but the RACF Outreach Team has been helpful in constantly communicating and educating our service.

Support, training and education for the frontline

Clinical staff were offered further education, training and support as the District's response to COVID-19 started to unfold.

"The more we plan, organise, develop systems, and smooth pathways, the safer all of us are going to be," Professor Paul Torzillo, the District's Clinical Director of Critical Care, said in April.

"A group of people are working on how we support staff – especially junior medical staff," Professor Torzillo, who also chairs RPA's Covid-19 Management Committee, said.

Senior staff stand ready to help their colleagues.

"If junior staff are concerned, or uncertain, or not sure what to do, ask a senior person. You upscale it. Everyone is going to be supporting that process," Professor Torzillo said.

Staff education, training and information updates are being delivered via a number of platforms.

In addition to live Zoom education sessions, the District has rapidly developed a digital education platform.

The COVID-19 Education for Clinicians site is now live and accessible for all clinicians across the

District via any PC or mobile device that has internet access.

Clinicians can use the site to access updates from the Chief Executive Dr Teresa Anderson plus detailed information and instructional training videos about clinical practices, guidelines and recommendations during COVID-19.

The site has been developed by clinical and support staff including the Virtual Education Tiger Team from the Centre for Education and Workforce Development and the District's wellness program for medical staff, MDOK.

Tiger Team members have also been assigned to every ward to provide additional support or education, when required, across the District's facilities.

Care bag for staff

Staff have also been issued with a Care Bag which contains items to make it easier to stay safe.

The drawstring bag contains a second bag (to help when one is in the wash), Ziploc bags for a phone, credit cards and driver's licence, a zippy tag for an ID badge and tips on staying safe.



Staff Wellbeing

Neuroscientist and yoga teacher Jennifer Taylor, who works at the District's Institute for Musculoskeletal Health, has shared simple breathing exercises and yoga postures that may help staff with stress relief and emotional regulation during these challenging times.



Tiger Teams

Tiger Teams were formed at the end of February with staff from the Centre for Education and Workforce Development, redeployed staff from Sydney Dental Hospital and other areas.

Initially work was focussed on frontline COVID-19 related education and problem solving, but the scope has grown to meet the needs of staff. This included mask fit testing and support for the Special Health Accommodation and testing clinics.

Feedback from the Organisation

- "They go beyond what is expected of them every day they are here. I don't think our staff would have been as prepared or reassured if we did not have the Tiger Teams here to support us"
- "We have just had a visit from the Tiger Team to answer staff questions about COVID, and provide some PPE and infection control education. I would like to congratulate them on the wonderfully professional service they provide and thank the District for establishing this service."



What's it like to be a Tiger

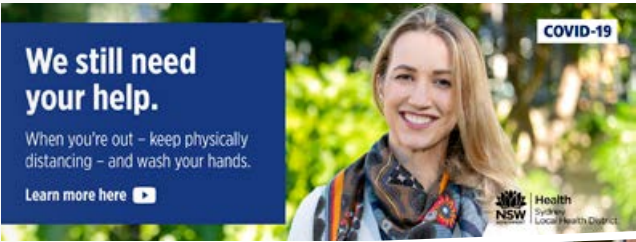
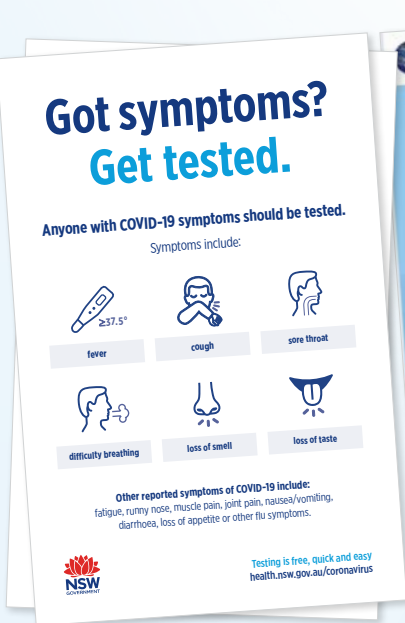
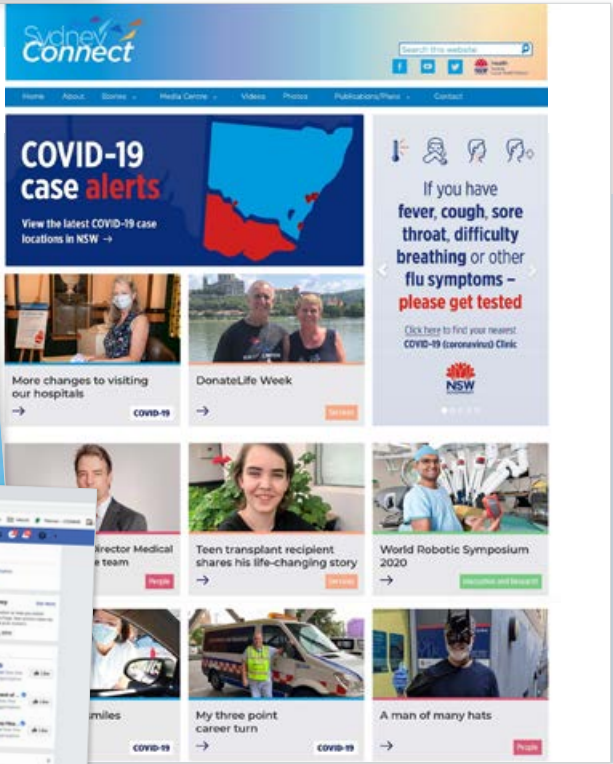
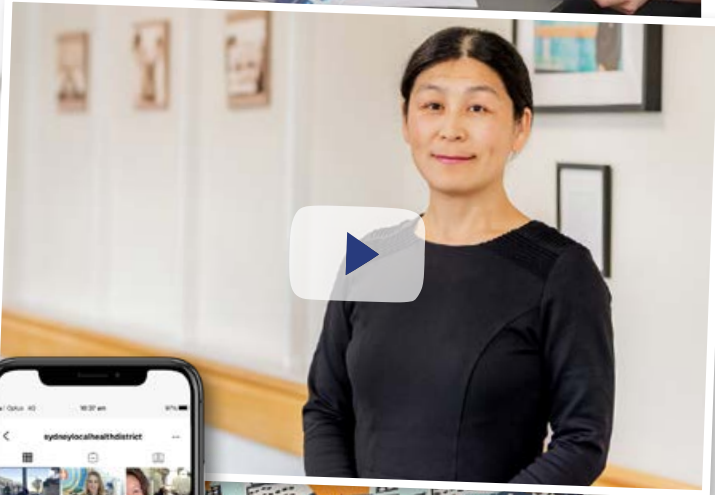
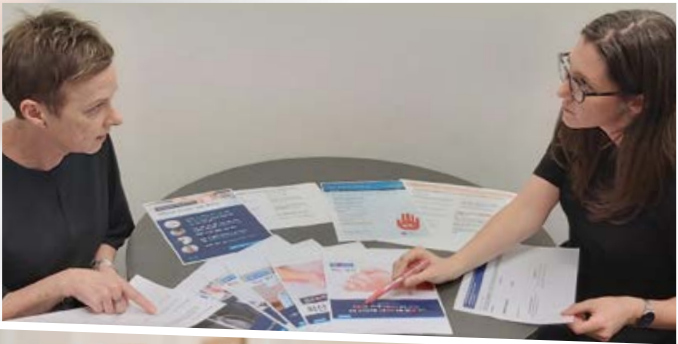
"I am enormously proud to be part of the team and the work that we are doing. I think this experience will make me more effective in my regular role"



Keeping the community informed

Dedicated channels to keep our community informed:

- SydneyConnect
- Social Media – including Facebook, Vimeo, YouTube, Instagram and Twitter
- Mainstream media
- Community organisations and partners
- Developed digital toolkit for our community partners
- Developed English and in-language resources, and patient hand outs, in collaboration with the District's Diversity Program and Strategy Hub team. Over 200 resources in more than 21 languages (January to June)
- Developed, supported and created communication materials in partnership NSW Health and other Local Health Districts
- Produced and created a series of voice overs for call centre lines, Hospital switch boards and **rpavirtual**
- Communication for staff to support frontline operations, including staff information sessions, reviewing documents and messages for staff, ensuring consistency of messages across platforms and services, building training materials, signage and wayfinding, environmental design
- Documenting the response to COVID-19 including storytelling, videos, artworks and recollections



Unique partnership to Stop the Spread of COVID-19

Staff in Sydney Local Health District are doing what they can to ensure our community is kept informed about COVID-19.

The Strategic Communication Team together with the Diversity Programs and Strategy Hub and Public Health Unit have been developing a range of resources.

The “Stop the Spread” campaign developed in March has been shared right across NSW and has been developed in 27 languages.

“Behind the scenes, we have been working to make sure that all of our communities have the most up to date and precise information about COVID-19,” Barbara Luisi, the District’s Director of the Diversity Programs and Strategy Hub, said.

A team of 120 bi-lingual and bi-cultural workers across 25 priority language groups are helping us to develop COVID-19-related resources in their language.

“For every language we have a trained writer, editor and a reader and they work together to make sure that the information is provided in the best possible way for the community,” Barbara said.

With their help, the District’s Strategic Communication team has created digital resources to share with other Local Health Districts, community organisations and NGOs across New South Wales.

These resources, which includes posters, web banners, digital screens and social media tiles, are free to download and are available in English and a series of other languages.

The languages include Arabic, Bangla, Burmese, Dari, Farsi, Greek, Indonesian, Italian, Japanese, Khmer, Korean, Mandarin/Chinese, Mongolian, Nepali, Portuguese, Spanish, Swahili, Thai, Tibetan and Vietnamese.

The resources are available at slhd.nsw.gov.au/coronavirusresources

The team has also provided support for some NSW Health campaigns.

“In developing these resources what really matters to us is that we’re working with our community, we’re making a difference and we’re doing our bit to make sure that everyone stays as healthy and as well as possible in these times,” Barbara said.

Getting through COVID-19, together

Over the past six months our health services have had to make big changes, quickly. Our community has also had to make changes.

Sydney Local Health District Chief Executive Dr Teresa Anderson said when the novel coronavirus COVID-19 reached Australian shores in January our goal was to do everything we possibly could to keep our community safe and our staff safe.

"There is always one thing at the centre of every decision we make – how are we going to provide the very best care possible for our community?" she said.

"That's meant changing the way we do things, and the changes we have had to make have not been easy.

"From limiting visitors to introducing screening stations to check temperatures and to speak to every single person who comes into our services. If you've been to one of our hospitals we've implemented changes not seen in my lifetime.

"It is incredible to be able to see the work our teams have been doing right across our organisation and the way our community has shown their gratitude has been heart-warming," she said.

"It has been really endearing getting to meet people from different services and seeing how much we actually have in common even though we don't get to interact often."

Paula Williams, RPA COVID-19 Clinic, Acting Nursing Unit Manager

"One of the positives was the number of staff who really had a chance to shine. They stepped up and became very flexible but also very client-centred. People went far beyond their normal job scope. It was a lovely thought that staff went out of their way to show that sort of commitment."

Julie-Ann O'Keefe, Operations Manager, Aged, Chronic Care and Rehabilitation, Sydney Local Health District

"I will look back at this in years to come and this will probably be one of my proudest moments in my career within health... to be a part of this."

Lesley Innes, Director Centre for Education and Workforce Development, Sydney Local Health District



Did you know?

More than 100 donations were made by our community to our staff between March and June.



84,000 skin care and makeup products



More than 50,000 snacks and treats



5.1 tonnes of chocolate received and distributed



1,650 litres of hand sanitiser





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

- Joined the NSW Health COVID-19 response*
- Celebrated 135 years of caring for our community
- Completed important restoration work on Balmain Hospital's heritage façade
- Worked with Inner West Council to improve access to the facility, including a new pedestrian walkway on the corner of Booth and Sorrie Streets to assist patients and their visitors
- The Wakefield Ward was Highly Commended for the "Wake-Sense" initiative at the 2019 Quality Awards
- Launched the new Balmain Hospital Strategic Plan 2019-24
- Fitted out a Workstation On Wheels on each ward to provide telehealth services at the patient bedside. Patients have also been able to use them to connect with loved ones
- Commenced the bottle collection project as part of our sustainability program to enhance our Environmental Services Department
- Upgraded the hot water boiler system as part of our sustainability program





Did you know?

There were almost 41,000 presentations to Canterbury Hospital Emergency Department in 2019-20 and almost 1,300 babies were born.

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, palliative care and 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

- Joined the NSW Health COVID-19 response*
- Joined the NSW Health response to the 2019-20 bushfires in NSW, assisting Southern NSW and Murrumbidgee Local Health Districts
- Celebrated 90 years of providing excellent healthcare in our community with a ball attended by staff and community members
- Continued the \$6.5 million Canterbury Hospital Emergency Department Expansion which includes a new entrance to the Emergency Department; paediatric area, resuscitation area, specialist isolation area and amenities for young patients and their families, updates to the waiting area, Triage, Short Stay Unit and Fast Track and new Medical Records Department. The new paediatric area is now complete with further works to be finalised this year ahead of an official opening.
- Celebrated the arrival of Charlene Nguyen in October 2019, the first baby born in NSW with a completely integrated electronic medical record for life, following the implementation of a new digital tool, PowerChart Maternity
- Opened the Waratah Ward Bathing Room, to support new parents, thanks to a generous donation by Canterbury League Club
- Installed 2,000 solar panels, as part of our sustainability program expected to reduce CO₂ emissions and save \$150,000 a year
- Launched a new Osteoarthritis Chronic Care Program and Osteoporosis Refracture Prevention Service for people with hip and knee problems
- Established a new model of care for people with Chronic Obstructive Pulmonary Disease (COPD)
- Recognised for outstanding contribution to child protection and wellbeing at the 2019 Child Protection and Wellbeing Awards
- Launched a new Canterbury Hospital Strategic Plan 2019-24 and continued further planning for the expansion of Canterbury Hospital
- Six local artists delivered stunning new works about healthcare for patients and visitors to Canterbury Hospital as part of our March Arts celebrations



Simon Fieldhouse



Concord Hospital

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

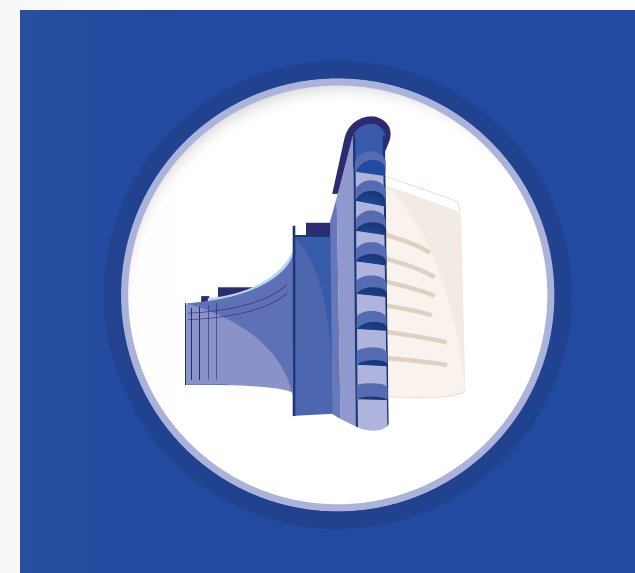
Concord is part of Sydney Local Health District's network of hospitals and services and offers a comprehensive range of specialty and sub-specialty services - many are recognised nationally and internationally as centres of excellence. These include the state-wide burns service, colorectal surgery, laparoscopic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

Concord Hospital is home to Australia's first National Centre for Veterans' Healthcare to support the health and wellbeing of veterans' and their families.

A \$341 million redevelopment of Concord Hospital is currently underway.

HIGHLIGHTS

- Joined the NSW Health COVID-19 response*
- Joined the NSW Health response to the 2019-20 bushfires in NSW, assisting Southern NSW and Murrumbidgee Local Health Districts
- The Concord Statewide Burns Service, ICU and Allied Health teams provided care to victims of the New Zealand volcano disaster and 2019-20 NSW bushfires
- Commenced construction on the \$341 million redevelopment of Concord Repatriation General Hospital, which will include the nation's first centre for veterans and their families
- Cared for more than 90 patients in the pilot service for Australia's first National Centre for Veterans' Healthcare
- Completed works for Fussell House, to provide state-of-the-art hotel style accommodation for veterans and their families being cared for at Concord Hospital
- Officially opened two refurbished operating theatres
- Implemented the CARPS electronic management system for cleaning and porter services
- Hosted a fundraising event to celebrate the fifth Anniversary of Concord Centre for Palliative Care and opened a new "Sun Garden"
- Launched MDOK to promote medical staff wellbeing
- Launched a new Concord Hospital Strategic Plan 2019-24





Royal Prince Alfred Hospital

Royal Prince Alfred is one 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 the world.

Since its foundation 138 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

- The NSW Government announced the \$750 million redevelopment of Royal Prince Alfred Hospital will be fast tracked. The redevelopment will be the most significant upgrade in the Hospital's 138 year history, and will include a significant expansion and modernisation of the Emergency Department and Intensive Care Unit, enhanced medical imaging, theatres, more than 200 additional inpatient beds and integrated ambulatory care services
- RPA Hospital selected as the state's first Immune Effector Cell Therapy Centre, to perform CAR-T infusion as standard of care for haematological malignancies with the first infusion for acute lymphoblastic leukaemia in June 2020
- Continued the digital transformation of RPA, adding the PowerChart Maternity tool in October 2019. Every baby born in Sydney Local Health District now has a digital health record for life. Upgrades were also made to Between the Flags in the electronic medical record (eMR) and the CARPS electronic management system for cleaning and porter services was launched
- Opened the RPA Kidney Centre and celebrated 3000 kidney transplants and 2000 liver transplant milestones at Royal Prince Alfred Hospital
- Enhanced capacity for stroke patients with a new model of care and additional beds with dedicated monitoring
- Commenced expansion and upgrade of the Endoscopy Unit as well as refurbishments to the Paediatric and Respiratory wards
- The RPA Anaesthetic Team awarded \$50,000 for their Pitch to make and test a prototype for transparent face masks
- Surgeons from RPA hosted the Australian program at the World Robotic Symposium, held virtually for the first time in 2020
- Celebrated the 5th anniversary of the Institute for Academic Surgery, the first hospital-based institute in Australia to support surgical education, training and research
- The Royal Prince Alfred Diabetes Centre High Risk Foot Service was accredited as a National High Risk Foot Service Centre of Excellence by the National Association of Diabetes Centres and is a trial site for the National Diabetic Foot Disease database which will be commencing soon (ethics pending)
- Launched a new Royal Prince Alfred Hospital Strategic Plan 2019-24



Sydney District Nursing

Sydney District Nursing is a key service of Sydney Local Health District offering compassionate and comprehensive nursing care at home or at a Community Health Centre near to where patients live.

In 2020 Sydney District Nursing celebrated 120 years of caring for our community and joined the team at **rpavirtual**, the first virtual hospital in NSW.

The service offers expert nursing care in people's homes for: wound care assessment and management, for hospital type care at home including intravenous and other medication management, palliative care, end of life care and advanced care planning, continence care assessment and management, care for chronic medical conditions and information about how to link in with other services patients may need.

HIGHLIGHTS

In 2019-20:

- Sydney District Nursing registered 4,347 patients for care. More than 1,100 patients are receiving care at any one time.
- Enhanced our community palliative care, including introducing a new Senior Aboriginal Palliative Care Worker and Palliative Care Rapid Response Nurse to ensure a seamless and supportive transition to home for patients at the end of their life.
- Introduced wound care champions at each centre for patients who need a comprehensive wound assessment.

Sydney District Nursing celebrated 120 years of caring for our community in 2020



RPA Virtual Hospital, also known as **rpavirtual**, is the first virtual hospital in New South Wales.

A new way of caring for our community – our patients and their families and loved ones.

The **rpavirtual** launch as a pilot service in February 2020, coincided with the COVID-19 pandemic reaching Australian shores. Plans to expand the service were fast tracked to support the NSW Health response.

RPA Virtual Hospital is supported by Sydney District Nursing, which celebrated 120 years of caring for our community this year.

It is a personalised service which, through the use of digital technology and nursing care in virtual patient beds, allows a patient to be cared for in their own home, monitored by a team of healthcare professionals in our care centre.

In its first year, this 24-hour, seven-days-a-week service has already cared for more than 5,000 patients.

It is a new way of caring.

Did you know?

The RPA Virtual Hospital care centre has delivered care to over 5,000 patients in just nine months. It was the first service in NSW to deliver virtual care to patients with COVID-19 during the pandemic response.

HIGHLIGHTS

- Launched RPA Virtual Hospital, a new virtual hospital model of care on 3 February 2020
- Joined the NSW Health COVID-19 response* delivering virtual care to COVID-19 positive patients in home isolation from March 2020
- Registered 1,499 patients for virtual care within five months of launching
- Delivered virtual care to over 1,000 COVID-19 positive patients since launch
- Registered 4,347 patients for community nursing care
- Marked 120 years of delivering community nursing care





Sydney Dental Hospital and Oral Health Services

Sydney Dental Hospital has been serving the community since 1904. It is a tertiary training facility for the University of Sydney, Newcastle University and TAFE whilst providing tertiary and quaternary oral health care for people eligible for public oral health services in 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 the 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

- Joined the NSW Health COVID-19 response*
- Joined the NSW Health response to the 2019-20 bushfires in NSW, assisting Southern NSW and Murrumbidgee Local Health Districts
- Developed new models of care to support patients during the response to COVID-19, including a teledentistry program in partnership with **rpavirtual**. This innovative program including paediatric dentistry, special care dentistry and general dentistry, allows staff to provide virtual consultations with patients
- Launched the Steps-to-Smile program in January 2020. This program was developed to improve oral health for paediatric patients by stopping, treating, reversing and preventing tooth decay in children six years or under
- The Dalarinji Clinic received the 2019 Mars Wrigley Foundation ADHF Community Service Grant to establish and improve a collaborative Oral Health referral pathway for pregnant Aboriginal women with high dental needs
- between the Midwifery Unit at Royal Prince Alfred Hospital initiated by the Aboriginal Liaison Midwife and the Dalarinji Aboriginal Oral Health Clinic
- Hosted an Oral Health promotion event in the Canterbury area for children in the local Rohingya community. Community support workers provided oral health advice, screening and referral to community clinics. A total of 50 children were seen within the Canterbury Oral Health Clinic on this day and a total of 18 were provided with follow-up appointments
- Achieved Accreditation against the Second Edition of the National Safety and Quality Healthcare Standards in July
- 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
- Launched a new Sydney Dental Hospital Strategic Plan 2019-24



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.

The grounds of the Yaralla Estate are open year round for the community to explore.



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.

Select references:
Canada Bay Heritage Society
Rivendell School website: rivendell.nsw.edu.au/about-us/our-history

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 pounds 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 opened in 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 encribed 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:

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



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.



RPA in world's top 100 hospitals, again

Royal Prince Alfred Hospital has been included in the top 100 in Newsweek's 2020 World's Best Hospitals list.

RPA is one of only four Australian hospitals to make the top 100 globally this year, compared with eight last year. It's the second time RPA has been included in the list.

The 2020 list ranks the best 1,500 hospitals in the world, based on medical recommendations, patient surveys and medical performance indicators.



National Centre for Veterans' Healthcare opens

"A service like this could be a game-changer for many veterans"



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

The National Centre for Veterans' Healthcare provides world-class integrated care from a range of medical and allied health specialties to former Australian Defence Force personnel.

There are about 60,000 Australian servicemen and women who have served over the last two decades, including as peacekeepers, in Rwanda, East Timor, Afghanistan, Iraq and the Solomon Islands.

The Centre will fill an identified gap in the provision of healthcare services for veterans, who can struggle when

transitioning back to civilian life. Many veterans leave military life with physical injuries and a range of mental health conditions such as post-traumatic stress disorder.

Chair of the Centre, Colonel Professor Robert "Bob" Lusby AM, says transitioning to civilian life will be made a little easier for veterans with a dedicated "one-stop-shop" model of care.

"Veterans have seen things and done things which are extraordinary and often they keep it in and sooner or later some of these people will need our help, and it is our duty to help them," Professor Lusby said.

Major Andrew Lam, is a Concord Hospital patient and veteran of East Timor and the Solomon Islands. The Australian Army Reservist said he had seen many men and women struggle

to transition to civilian life after a tour of duty.

"A service like this could be a game-changer for many veterans.

"Having everything in one place without long delays for appointments could catch issues before they become too much," he said.

Major Lam said he required a "period of adjustment" each time he returned home and having a service that catered for both physical and mental health issues would allow veterans to be treated holistically.

"I even had to leave home for a while because it was too quiet. I had to move closer to a freeway and welcomed the semi-trailers flying past my window," he said.



New service for patients with musculoskeletal conditions

One-stop-shop services that will deliver comprehensive care for patients who have musculoskeletal conditions are being set up at Canterbury Hospital.

"Our team will provide multi-disciplinary care for patients in the one place, at the one time," Staff Specialist Rheumatologist Dr Mona Marabani said.

"It's providing care to the community in a new way at the hospital," she said.

The Osteoarthritis Chronic Care Program (OACCP) and the Osteoporosis Re-Fracture Prevention service (ORP) aim to improve the management of patients who have osteoarthritis and osteoporosis.

The OACCP will provide care for patients who have osteoarthritis in their hips or knees and who are on the hospital's elective surgery waiting list for a joint replacement.

Arthritis is a chronic disease of the joints and osteoarthritis is its most common form. Arthritis Australia says four million Australians currently live with arthritis. It is the leading cause of chronic pain across the nation. There is no cure for the condition.

In NSW, research shows that almost 70 per cent of about 6000 patients with osteoarthritis, and who are on waiting lists for elective hip or knee joint replacement hadn't been referred to, or accessed other types of care for their condition, except pain management, before being placed on a waiting list for surgery.

Physiotherapist Andrew Wood will coordinate the new OACCP at Canterbury and lead a team of allied health professionals including a rheumatologist, physiotherapist, dietician and clinical psychologist.

"We will provide an initial assessment for each patient, organise who sees them and devise a holistic management plan for them. We are actively trying to engage patients to better manage their own health during the time they're waiting for surgery," he said.

RPA's Institute of Academic Surgery marks milestone

Leading surgeons and specialists shared their views about the future of surgery as part of celebrations to mark the 5th anniversary of Australia's first hospital-based institute to support surgical education, training and research.

The Institute of Academic Surgery was established in 2014 to support academic research for surgery.

Its Simulation Theatre and Surgical Skills Laboratory provide hands-on training for nurses, allied health professionals, medical students, junior doctors and surgical consultants across 16 surgical departments at RPA.

About one third of the patients admitted to RPA require surgery.

"One of the great changes will be the development of titanium 3D printing so we can print any bony body part that we like," Associate Professor Paul Stalley, who's been a consultant at RPA since 1986, said.

"You [will be able to] resect almost anything you like and replace it with a custom made prosthesis," Associate Professor Stalley, who is also the Program Director of Surgical Services for Sydney Local Health District, said.

Stella Pillai, who's worked at the hospital for more than 20 years and is the Nurse Manager for Operating Theatres at RPA, agrees.

"Custom-built prosthetics and 3D printed prosthetics... that's the exciting part of surgery to come," she said.

Other advances forecast to change surgery over the next 10 years include artificial intelligence, robotics surgery and targeted personalised treatment for cancer patients.



Canterbury Hospital marks milestone

Canterbury Hospital has marked a significant milestone – 90 years of delivering excellent health care.

“Our dedicated staff make Canterbury Hospital what it is today – a recognised and trusted health care provider for the people of Canterbury,” Kiel Harvey, the hospital’s acting general manager, said.

“The hospital and the services it has provided over the past 90 years are truly valued by the community,” he said.

The hospital serves a culturally and socially diverse community, with 67 per cent of the population speaking a language other than English at home.

The hospital first opened in October 1929. It cost about £31,000 to construct and took a year to build.

It accommodated 28 patients in two ward blocks and an isolation block. In the first year, 587 patients were admitted.

Over the decades, the hospital has continued to cater for the changing health care needs of the community.

“Despite the growing demands, Canterbury Hospital continues to be a caring and compassionate hospital focused not only on the delivery of high-quality health care, but also on equity, through a commitment to providing health services to a culturally diverse community,” Mr Harvey said.



Enhanced cardiac care at Canterbury Hospital

A new service has bolstered care for patients with heart failure at Canterbury Hospital.

Heart failure is an extremely common clinical condition and cause of presentation to hospital.

The rate of heart failure presentations is growing in conjunction with our ageing population. These patients are at high risk of early re-admission to hospital if not adequately managed while they’re in hospital and then in the community following discharge.

“We also know that heart failure patients who require early and frequent re-admission have a worse overall prognosis,” Staff Specialist Cardiologist Dr Rominder Grover said.

The Rapid Access Heart Failure Clinic aims to improve a patient’s quality of life and reduce the risk of them having to return to hospital for treatment.

When a patient is discharged from Canterbury, they’re provided with information and resources about heart failure and linked to further community-based support services.

And, they’re referred to the Rapid Access Heart Failure Clinic staffed by Dr Grover, fellow cardiologist Dr Javed Sheriff, and Clinical Nurse Specialists Antoniette Arrastia and Simone Gray.

The Clinic, which began operating in July 2018, provides follow-up for patients within a week of their discharge from hospital. It’s designed to ensure they are reviewed early – given a patient’s re-admission to hospital most often occurs within four weeks of discharge.



RPA marks World Prematurity Day

Alara Greenfield weighed 653 grams when she was born at 24 weeks and 6 days.



“She was tiny,” said her mother Fatma Greenfield.

Alara spent 115 days in Royal Prince Alfred Hospital’s Newborn Intensive Care Unit (NICU) in 2018.

Fatma, and her husband David, visited her every day.

RPA’s NICU provides care for sick or premature infants born anywhere in New South Wales.

The doctors and nurses provided the best care for Alara at the worst possible time, Fatma said.

“They treat the babies with dignity and respect. It was beautiful to see your child being taken care of like that. I have nothing but admiration for them. We are indebted to them,” she said.

At RPA, we mark World Prematurity Day to raise awareness about pre-term births and the impact it can have on families.

rpavirtual celebrates 1000 patient milestone



Virtual care set to be expanded as District hails hospital’s success.

Sydney Local Health District’s virtual hospital has reached an impressive milestone in a short timeframe, caring for 1000 patients since its inception in February this year.

It’s the first virtual hospital in New South Wales and its model of care combines the latest digital healthcare strategies with the District’s provision of care in the community.

“We launched our virtual hospital – **rpavirtual** – on February 3 with a 12-month roll-out plan. By March 11, we had rapidly redesigned our services to support the District’s COVID-19 response,” Miranda Shaw, **rpavirtual**’s acting general manager, said.

“We were the first Local Health District in New South Wales to provide virtual care for COVID-19 patients.

“And, as the pandemic ramped up, we became extremely busy. We’ve registered more than 500 COVID-19 patients so far. It’s the largest volume of COVID-19 patients actively managed by any single health service in New South Wales, if not Australia,” she said.

Patients have 24/7 access to **rpavirtual**’s Care Centre and a registered nurse contacts patients twice a day via video conferencing to assess, monitor and treat them as needed.

“We know now that patients respond well to virtual care – 80 per cent have said they felt confident at home knowing their symptoms were monitored daily; 89 per cent said the technologies used by **rpavirtual** improved their access to care and treatment,” Miranda said.

“I am proud of the way my team responded quickly to the crisis. We’ve now reached a significant milestone – 1000 virtual patients in a just a few months. I am confident that we can manage any challenge and continue to deliver patient-centred, high quality care.”



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

- Joined the NSW Health COVID-19 Response* partnering with key internal and external stakeholders to provide culturally appropriate support for Aboriginal people and communities within our District
- Hosted a Flu Vaccination Clinic for the local Aboriginal community, in partnership with the Public Health Unit, Aboriginal Health Promotion, health workers, Aboriginal Health Workers from AMS Redfern, OzHarvest and National Indigenous Centre of Excellence (NCIE). Over three days more than 200 people were screened for COVID-19 and 170 people had a flu shot
- Started work to refurbish the Sister Alison Bush Lounge at Royal Prince Alfred Hospital with an official launch planned soon
- Completed 10 of the Aboriginal Health Impact Statements for Hospital, Facilities and Clinical Stream Strategic Plans and Position Papers
- Conducted cultural audits of Mental Health and Drug Health facilities and Community Health Centres



Cultural Events

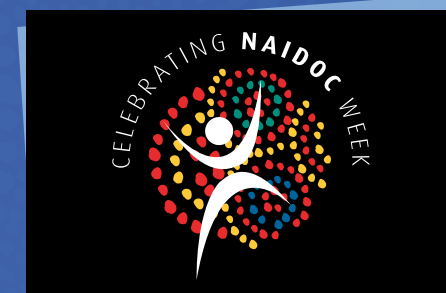
During 2020 our cultural events were limited, but we found opportunities to connect in other ways. We created zoom backgrounds for meetings, developed screening stickers for days of cultural significance and shared stories.



Held 2019 NAIDOC Week event at Royal Prince Alfred Hospital



Held stall at Yabun Festival at Victoria Park in partnership with the Public Health Unit, Aboriginal Health Promotion and Sydney Dental Hospital



Disseminated Aboriginal Health information for our community at the EORA NAIDOC Week event at Redfern Park 2019



Developed an Aboriginal Health Worker video profile with Drug Health Services for Sorry Day 26 May 2020

Community Health

Community Health provides a range of services close to where people live and in their own homes.

Child and Family Health Services work to enable the best development of children and enable families to live healthy and fulfilling lives.

Our services offer - the referral and advice line CHIL, nursing, medical and allied health and other specialised teams, including Disability Specialist Unit, Specialist Team for Intellectual Disability Sydney (STrIDeS), Healthy Homes and Neighbourhoods and the Child Protection Counselling Service.

Specialist Services include Youth Health, Sexual Health, Community Allied Health HIV, Sexual Assault and Domestic Violence Counselling services, Out of Home Care Health Pathways Program and Pregnancy Family Conferencing. The Domestic Violence and Child Protective Strategy Units support the District's capacity to respond to and deliver services for people who have experienced violence, abuse and neglect.

IN 2019-20

33,500 patients
received care in our service locations

10,440 patients
received care in their homes

40,000 children
received care on almost 66,500 occasions,
and 31,500 occasions of care to parents

4,000
four-year old children had their vision tested

2,600
talking and listening checks offered
to children in outreach settings

7,700 HIV tests
conducted for Sexual Health and
Youth Health Service clients



Did you know?

The Healthy Homes and Neighbourhoods Integrated Care Program won the 2019 Prime Minister's Award for Excellence in Public Sector Management in 2019 NSW Health Award for Delivering Integrated Care, a Sydney Local Health District Quality Award for Delivering Integrated Care and the Chairman's Award for Excellence at the 2019 Annual General Meeting.



HIGHLIGHTS:

- Joined the NSW Health COVID-19 response* redeploying staff to establish a drive-through COVID-19 testing site at Summer Hill. Staff have supported call centres, the Flying Squad, contact tracing teams, and other clinics as well as providing services for families in Special Health Accommodation or home isolation
- Continued to provide face to face appointments and services to vulnerable communities and where clinically necessary. This included developmental checks for children, sustained health home visiting service, people diagnosed with HIV with complex health and social issues, victims of sexual assault and domestic violence and young people
- Adopted telehealth for all clinical streams within Community Health Services
- Strengthened the capacity of the District to support clinical services to respond to violence, abuse and neglect by establishing a Domestic Violence Strategy Unit to work in partnership with the Child Protection Strategy Unit
- Joined the NSW Health response to the 2019-20 bushfires in NSW, assisting Southern NSW and Murrumbidgee Local Health Districts
- Developed and launched the Specialist Team Intellectual Disability Sydney (STrIDeS)
- Continued implementation of the First 2000 days framework through our Healthy Families Healthy Children initiatives to support the best possible start in life for children including:
 - Sustained health home visiting offered to all families requiring additional support, including our most vulnerable families
 - Rainbow Families antenatal classes and new parent groups to provide parenting support and education to LGBTQ+ families in collaboration with Child and Family Health, Maternity services and Rainbow Families
 - Little Jarjums playgroup for Aboriginal mothers and babies
 - Ongoing comprehensive range of universal and targeted nursing, allied health and medical services to support best development of children
- Delivered 'Yhunger' specific workshops for refugee and asylum seeking young people. The Yhunger program, funded and supported by NSW Health, aims to improve food access and physical activity options for young people, 12-24 years of age, who are experiencing or are at risk of homelessness
- Successfully delivered sexual assault counselling outreach services to the University of Sydney with a further partnership established to continue to deliver these services for another 12 months
- Worked actively to end HIV transmission by 2022 through:
 - Participation of the Sexual Health service in a clinical trial of Pre Exposure Prophylaxis (PrEP) leading to the listing of PrEP on the Pharmaceutical Benefits Scheme to be prescribed by general practice at low cost.
 - Continued assertive case management to public health risk and complex HIV positive clients
 - Introduced the "Positive Health Clinic" – an annual appointment with a specialist sexual health nurse for stable HIV clients to provide increased knowledge of HIV and related health issues and prevention and management of these health conditions
- Launched a new Community Health Services Strategic Plan 2019-24





New team STriDeS into action

District dedicated to improving health of people with an intellectual disability

Sydney Local Health District has set up a new multidisciplinary team to enhance and extend its health care services for people with an intellectual disability.

The Specialised Team for Intellectual Disability Sydney, or STriDeS, aims to better address the health needs of people with an intellectual disability and improve their access to services.

"I see it as a new era for the health of people with an intellectual disability," Dr Jacqueline Small, a Senior Staff Specialist who's the Clinical Lead for STriDeS, said.

Evidence shows that people with an intellectual disability have a higher prevalence of physical and mental conditions, higher levels of morbidity and have lower life expectancies than the rest of the population.

"Our goal is to improve access to health care services so that the conditions people have can be diagnosed and effectively treated," Dr Small said.



The team will help children, teens and adults with an intellectual disability who have complex health conditions and a current unresolved health issue that can't be addressed through usual care.

They'll conduct an assessment, develop a health care plan, coordinate referrals to specialists and support the person's treating paediatrician or GP to implement and monitor the health care plan.

STriDeS is one of three new teams established in the state's Local Health Districts, as a result of a \$4.7 million dollar annual State Government funding boost to expand specialised intellectual disability health services in New South Wales.



Dinner Time with Isla



Children star in District's music video about fuss-free mealtimes

Fussy eating is a challenge many parents of toddlers and pre-schoolers face.

So, Sydney Local Health District has launched an animated music video to help families with strategies for fuss free mealtimes.

"Dinnertime with Isla" also stars children from Kidzville Early Learning Centre at Marrickville.

Amy Bonnefin and her colleagues at the District's Health Promotion Unit are behind the development of the video.

"Mealtimes should be an enjoyable experience. But sometimes, for parents mealtimes are a source of stress and involve children's tears or tantrums.

"We hope the video will help parents to foster positive mealtime environments, children to develop positive eating behaviours and build a healthy relationship with food," she said.

The video is the latest addition to a suite of resources in English, and four other languages, aimed at helping parents deal with fussy eating.

It also includes an illustrated storybook plus practical tips and advice about ways for parents to encourage children to try new foods, without overwhelming them.

Pop-up children's dental clinic

Clinic offers free children's dental screenings for Rohingya families

Marzeya Azimullah is keen to learn how to best care for her children's teeth.

"If my son has healthy teeth, he will have a beautiful smile," she said.

She brought her nine year old son Sahim Edris for a free dental screening at a special pop-up Oral Health Clinic for children from Rohingya families set up at a public primary school at Lakemba in south-western Sydney.

"He has a lot of problems with his teeth. Having healthy teeth is very important. We can get help at the Clinic so that's why we are here,"

Marzeya, who came to Australia from Myanmar in 2013, said.

Sydney Local Health District has contributed funding and support for the Clinic 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.

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.

Sahim was one of 47 children with an appointment at the Clinic set-up in three classrooms at the school.

"Some of the children may have never been to a dentist before. So, we're reaching out to the community to provide the service," Oral Health Therapist Sharon Chunyang said.

If the screening reveals a child needs further treatment, like a filling for a cavity, an appointment is made at the Canterbury Oral Health Clinic or the child is referred to a specialist.

Marzeya's son now has a follow-up appointment at the Canterbury Oral Health Clinic and she has learnt ways to best care for his teeth.

Associate Professor Shilpi Ajwani, Head of Oral Health Promotion and Research, said "Prevention is the key. We want to focus more on prevention rather than treating children once they have a disease."

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, Social Work and Orthotics and Diversional Therapy. A small number of additional allied health professions are employed in clinical streams and include the professions of Diversional Therapy, Orthotics and 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.



HERDU

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 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.

Did you know?

Jane Turner, Senior Exercise Physiologist at Concord Hospital won the NSW Premier's Anthea Kerr Award recognising young leaders in the public sector. Sophie Hogan, Senior Clinical Dietitian at RPA Hospital was also a finalist for the same category.

HIGHLIGHTS:

- Joined the NSW Health COVID-19 response* with staff deployed to support all areas of operations
- Joined the NSW Health response to the 2019-20 NSW bushfires with clinical psychologists, social workers and physiotherapists deployed to Murrumbidgee and Southern NSW Local Health Districts and other staff provided services in Sydney to those injured
- Joined the NSW Health response to the New Zealand volcano disaster including Physiotherapy, Nutrition and Dietetics, Psychology, Occupational Therapy, Speech Pathology, and Social Work
- Established the **rpavirtual** Psychology and Social Work teams as well as new Psychology services at Canterbury Hospital and with the MDOK program
- Established a range of Allied Health Services for the National Centre for Veterans' Healthcare pilot program
- Established new virtual care models within Physiotherapy including Pulmonary Rehabilitation groups
- Hosted the Allied Health Research Forum in August 2019
- Completed phase one of the Diabetes Healthy Feet Project with the Central and Eastern Sydney Primary Health Network.
- Provided specialist education to staff in rural areas working with patients with eating disorders
- Social Work and Psychology established a virtual support group for women who have experienced pelvic mesh complications
- Canterbury Hospital commenced a new Hand Therapy Occupational Therapy Service with Physiotherapy



HIGHLIGHTS

- Joined the NSW Health COVID-19 response*
- Continued to develop the Can Get Health in Canterbury program as an innovative research partnership with the Central and Eastern Sydney PHN and the University of New South Wales' Centre for Primary Health Care and Equity. The program aims to reduce inequities in the Canterbury region through strengthening health literacy; access to services, particularly comprehensive primary health services; and environments that protect and promote health.

Public Health

The Public Health Unit (PHU) is primarily responsible for undertaking the statutory responsibilities embodied in the NSW *Public Health Act 2010* and related legislation, and provides 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.

HIGHLIGHTS

- Joined the NSW Health COVID-19 response*
This unprecedented public health event has been a priority for the Public Health Unit and the significant frontline role of the PHU is ongoing
At the peak of the first wave in March, the PHU surged staff to a team of almost 100 people and we changed our business operations to a 7 day a week model with two shifts
Responsibilities have included case and contact management, contact tracing, surveillance, data management and risk management, development of critical protocols, public health advice and research
- Adapted the FluCare app, developed over the past couple of years to assist with the managing of outbreaks in nursing homes, to also support the COVID-19 response
- Joined the NSW Health response to the 2019-20 bushfires in NSW, providing advice to the community about the public health risks associated with air quality in the metropolitan area and then assisting Southern NSW and Murrumbidgee Local Health Districts
- Vaccinated Year 7 and 10 students at 53 high schools in Sydney Local Health District as part of the National Immunisation Program. Of the 5729 students enrolled in Year 7 in 2019, 87 per cent of both male and female students were vaccinated with the HPV vaccination and 79 per cent of the 2019 Year 10 students against Meningococcal ACWY. These school vaccination rates are some of the highest in NSW
- The immunisation team also ran annual influenza vaccination clinics for their staff, and at risk or disadvantaged groups within the community, including Aboriginal and Torres Strait Islander communities. They have managed to safely deliver a total of 801 influenza vaccinations this year so far
- Investigated three separate clusters of Legionnaires' disease notifications in September 2019, January and February 2020



Did you know?

Over a typical year the PHU processes and responds to approximately 19,500 notifiable conditions reports under the Public Health Act. While data is normally reported annually, for the financial year 2019-20 the Public Health Unit will have managed approximately 20,000 notifications including 300 cases of COVID-19.

Creative arts enhances patients' quality of life

Music, art and poetry evokes pleasure for dementia patients and their carers

Neil Smith dotes on his wife Dianne who was diagnosed with dementia three years ago.

The couple was among a group of dementia patients and their carers invited to join a creative arts program run by Arterie @ RPA. The pilot program, Workshops on Music + Art + Poetry (or WoMAP), aims to help ease the devastating impact the illness can have on families.

"My beloved partner Dianne... enjoyed the work enormously. The thing that impressed me...was the pleasure and involvement that Di achieved. [What she] got from it. She was almost a different person for a while... and I really appreciate that," Mr Smith, a retired engineer who's now in his 80s, said.

The Arterie @ RPA team partnered with RPA Neurology's Memory and Cognition Clinic to pilot a series of monthly workshops which combined music, art and poetry, with the support of the Art Gallery of New South Wales.

During the two-hour sessions, dementia patients and their carers created artworks inspired by the collection at the Gallery. Music and poetry – linked to the art making activity – were also incorporated into the program.

The program culminated in an exhibition of the participants' work at the Gallery.

Neurologist Dr Rebekah Ahmed, the Director of the Memory and Cognition Clinic, evaluated participants' feedback about the workshops.

"What we found was that the patients had an increased ability to experience pleasure.

"And in terms of family's stress and carer's stress, that was reduced in people who had taken part in the program. And, the carers also had reduced anxiety and depression," Dr Ahmed said.



Dementia Café celebrates 10th anniversary

Café connects people with dementia, their carers and health experts in conversation

George and Gwen Thompson have been married for almost 60 years.

"The last seven years have been a battle with dementia. The first eight years were manageable then it became a bit of a challenge," George, who is now a carer for his wife, said.

As a result of her condition, Gwen, a former office administrator, now has limited conversation skills and often prefers the comfort of home. When she retired, Gwen taught patchwork and quilting but now no longer remembers how to do it.

"It is extremely difficult. Some days she has no desire to go anywhere. She wants to stay at home. But it's really important to try and motivate her to do something," George said.

One of the places the couple, plus Gwen's companion dog, regularly enjoy visiting is the On Track Dementia Café located at the Kokoda Track Memorial Walkway at Rhodes.

Dementia cafes are regular, organised, informal gatherings held in cafes in the community. They provide a social atmosphere where carers and the people they care for can relax over morning or afternoon tea with others in similar circumstances.

The On Track Dementia Café, thought to be the longest that's been run in the same Sydney café, celebrated its 10th anniversary in 2019.

Sydney Local Health District marked the occasion with a special morning tea for people with dementia and their carers.

Back in 2009, the District, via the Carers Program, contributed \$4000 in seed funding to help set-up the café. It's been a staunch supporter ever since.

"We have grown from the first café... where we only had half a dozen people coming along. The one we had last month we had over 50 people," said dementia advisor Anne Tunks, who oversees the café's gatherings.

The café helps ease the social isolation that often comes with dementia. It also provides an opportunity to gain information about relevant services and meet staff who specialise in the care of people with dementia.

"It's such a simple idea, really. To organise a café where people with dementia and their families and friends could meet and where they could interact with health professionals and have people to answer questions but mainly to make friends and to support each other," Anne said.

Multicultural Leaders Forum



District develops plan to aid delivery of health care to diverse communities

Sydney Local Health District is developing its first district-wide plan to guide the delivery of quality health care to culturally and linguistically diverse (CALD) communities.

The District covers one of the most culturally and linguistically diverse areas in New South Wales – about 44 per cent of people were born overseas and 55 per cent speak a language other than English at home.

The Multicultural Leaders Forum was an opportunity to collaborate with more than 60 multicultural community leaders with the goal of improving the health of CALD communities in the District.

Leaders from some of the District's more established Greek, Italian, Chinese and Arabic-speaking communities joined others from emerging communities, such as the Rohingya, Bangladeshi and Nepalese, at the Forum.

They discussed health issues confronting their communities, their priorities, and ways the District can help.

Consultations with the District's facilities and services, community organisations, local councils and NGOs will help the District shape a five-year strategic plan for CALD communities.

"This will be the District's first formalised plan for working with cultural and linguistic diverse communities," Lou- Anne Blunden, the District's Executive Director, Clinical Services Integration and Population Health, said.

The plan will support the District to be responsive and adaptive to changing CALD population demographics, health issues and service utilisation.

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.

HIGHLIGHTS

- Joined the NSW Health COVID-19 response* supporting the Public Health Unit, COVID-19 hotline and development of multilingual communication resources and Cultural Support Workers at COVID-19 pop up clinics and interpreting services

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 the number of children who are overweight or obese by five 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

Munch & Move Program

- Supported 280 early childhood education and care services in Sydney Local Health District
- Produced the Dinnertime with Isla music video in collaboration with District's communication team.
- Launched the Munch & Move Facebook page in June 2020

Healthy Beginnings Program – CHAT study

- Provided approximately 3,000 telephone supports, 18,000 SMS and 11,000 information booklets for mothers to promote healthy feeding practices.



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.

HIGHLIGHTS:

In 2019-20, the Sydney Health Care Interpreter Service had received:

- 63,707 requests for interpreting
- Spent 45,870 hours interpreting
- Implemented video interpreting for the first time, with more than 300 video appointments between March and July 2020



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

- Developed more than 300 multilingual digital and print COVID-19 communication and information resources in 21 community languages
- Supported 262 requests for cultural and language support through the Cultural Support Program across 30 languages. Support was requested from 28 internal and external stakeholders on a range of health issues including cancer screening, diabetes, maternal and child health, accessing health care and mental health
- Launched the state-wide, "Are you living with hepatitis B? Find out. Get tested" multilingual campaign targeting Arabic, Chinese, Korean, sub-Saharan African and Vietnamese communities
- Conducted eight ethnic media campaigns with a focus on Health Weeks/Days. These achieved 46 print, online and radio pick-ups across 14 languages reaching more than 2.6 million community members
- Social media campaigns engaged an estimated 272 unique users every 28 days and achieved a total of 14,561 impressions
- Multicultural HIV and Hepatitis Service (MHAHS) website registered 636,661 unique visitors and 943,050 page views



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

- Implemented the 'HIV & Privacy' changes in eMR, to ensure HIV testing results readily available to treating clinicians – the first Local Health District to do so in NSW
- Improved consumer engagement initiatives including a new website, service brochure, new service database, factsheets and new social media campaign addressing HIV stigma and discrimination



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.

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

COVID-19 RESPONSE

- Joined the NSW Health COVID response* establishing a COVID-19 Clinic at Redfern in collaboration with the Aboriginal Medical Service Redfern
- Provided administrative and cleaning support to other services across the District
- Health Centre staff were redeployed to support pop up Community Wellbeing Clinics and staff screening stations
- Utilised the new Mobile Health Clinic to support pop up testing

OTHER HIGHLIGHTS

- Launched the Sydney Local Health District Mobile Health Clinic
- Upgraded lighting to LED across three Health Centres as part of our sustainability program
- Installed video conferencing system at Croydon Health Centre and upgraded security access systems at Marrickville Health Centre
- Transitioned to the new fleet management platform



Sydney Local Health District
Redfern Review 2019

details about the District's response to COVID-19 are available from page 16

Tresillian

Tresillian Centres remained open to families during 2020 as part of the NSW Health COVID-19 response. This was to support new parents, who were unable to access support from traditional networks such as family and friends. Changes were implemented to ensure we could continue to provide services safely.

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

Tresillian operates from 12 sites in New South Wales and one in the ACT, providing both state-wide, regional and local support services.

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.

Fundraising & Events

- Tresillian's inaugural Art Exhibition was held in October 2019 in Northbridge. Themed 'It's in our Nature to Nurture', the Exhibition was held in collaboration with Artist, Georgina Hart. The artist raised over \$4,000
- The Tresillian Tea Party was held in 2019 at the Tea Room, Queen Victoria Building, Sydney with guest speaker, Tresillian's Ambassador Erin Molan
- Tresillian's inaugural Golf Day was held in March, 2020 at St Michael's Golf Course, Little Bay. Close to 100 golfers, from a range of industries, supported the event and around \$10,000 was raised

COVID-19 RESPONSE

- Joined the NSW Health COVID-19 response* including adjusting services to continue to support families
- Introduced strict COVID-19 protocols at all centres including restricting visitors and screening stations
- Introduced self-referral to make it easier for parents to access face to face services without having to visit a GP or other health professional. Parents were asked to call Tresillian's Parent's Help Line where they could talk through their issue with a Registered Nurse who could direct them to the appropriate Tresillian service. Calls to the Help Line increased by 125 per cent demonstrating the high demand by parents for assistance during this time
- Initiated telehealth virtual consultations with Tresillian Nurses and in some cases, psychologists, as an alternative to attending a face to face service. Popular virtual parenting groups were also held on-line on a range of topics
- The NSW Government provided a grant to fund a free subscription for all parents, with a child aged under 12 months, to the new Tresillian SleepWellBaby app to provide extra support for families. There were more than 19,000 downloads by the end of June

OTHER HIGHLIGHTS

- Officially launched the SleepWellBaby app in partnership with Sleepfit and HCF. The app provides parents with a child aged up to three years with parenting support, guidance and links to Tresillian's website, Help Line and other support services
- Appointed the new service provider for the Queen Elizabeth II (QEII) Family Centre in Curtin, ACT. This is the first time Tresillian has operated a residential unit outside of New South Wales
- New tertiary level Tresillian Residential Unit, co-located with the Maternity Unit at the new Macksville Hospital due to be opened soon
- Received \$500,000 grant to redevelop the Tresillian Family Care Centre at Wollstonecraft
- Hosted Open Day at Tresillian in Dubbo in July 2019
- Partnered with the Gidget Foundation Australia to provide help for new parents experiencing perinatal anxiety and depression

6,098

NSW Residential Unit Admissions

2,152

Queen Elizabeth (QEII) Family Centre Residential Unit Admissions

80,676

Services for parents at Tresillian Centres

HealthPathways Sydney



Did you know?

HealthPathways Sydney now has more than 850 Clinical Pathways, an average of 1130 different users every month and more than 260,000 page views each financial year.

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

HealthPathways was designed to support general practice to develop sustainable, clear, concise, local pathways for patient care. It is a collaboration between primary and secondary healthcare providers including Sydney Local Health District and the Central and Eastern Sydney PHN (CESPHN).

HIGHLIGHTS

- Joined the NSW Health COVID-19 response* including the completion of more than 160 COVID-19 contents updates and nine clinical and practice support pathways, resource and Health Alert pages and service location information pages
- Redeployed staff to the Public Health Unit, COVID-19 Hotline and pop up testing Clinics
- Published pathways to support GPs to prepare their practice and chronic care patients in the event of a natural disaster. Content to support patients returning to Sydney from areas affected by bushfires such as burns management and trauma support were also made available
- Published our 850th HealthPathway, 109 new clinical pathways and referral resources, 232 updates to content, 72 reviews of previously published pathways
- Made e-Referral SmartForms available at seven Departments, across Community Health Centres, Concord, RPA Virtual and RPA Hospitals

HIGHLIGHTS

- Joined the NSW Health COVID-19 response*
- Worked with the Diversity Hub to train Cultural Support Officers about the three cancer screening programs, breast, bowel and cervical to help increase awareness of the importance of screening in their culturally diverse communities. The Cultural Support Officers also attended community events with BreastScreen, the Ferragosto Italian Festival, a Greek Health Expo and a Korean engagement activity
- During October, Breast Cancer Awareness Month, the umbrella campaign was brought back at the BreastScreen Campsie clinic and 359 additional women were screened
- A Chinese interpreter assisted more than 910 Chinese women at the BreastScreen Campsie Clinic between July and December 2019
- BreastScreen Sydney was awarded the Cancer Institute Advanced Breast Imaging Trainee Grant for a 14th consecutive year

15,638

women were screened in 2019-20 in Sydney Local Health District



BreastScreen NSW

BreastScreen is a population based screening program for well women aged between 50 to 74 years. The BreastScreen Service has fixed screening sites at Royal Prince Alfred Hospital, Croydon Health Centre and Campsie, and a mobile screening van that visits nine different areas within the Sydney Local Health District every year. The Service also has an assessment clinic at RPA.

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

Aged and Chronic Care Services

Aged Care, Chronic Care, Rehabilitation, 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:

- Joined the NSW Health COVID-19 response* including collaborative comprehensive care, management, education to residents of the District's Residential Aged Care Facilities
- Launched a meal delivery service for very vulnerable older residents, and those living with a disability, when food security became an issue during COVID-19, delivering nearly 10,000 meals
- Enhanced the RACF Outreach Service model of care for more than 4,500 residents in Residential Aged Care Facilities in Sydney Local Health District
- Developed District Diabetes Plan 2019-24
- Supported residents with NDIS applications, with 92 per cent of applications successful when the Disability Inclusion and Strategy team assisted with the application
- Chronic Care Services worked with care providers including NGOs and NDIS providers, to develop care plans that meet resident's needs
- The XTend program supported inpatients to connect with their usual care providers immediately after discharge, maximising independence and safety
- Developed and implemented the Assessment and Admission Guidelines for Eating Disorder Presentations in the Emergency Department
- Enhanced the eMR for patients with diabetes and Addison's disease
- Developed the multidisciplinary care of patients with Cystic Fibrosis in the RPA Endocrinology Service



Our Aged Care Community Services provided a range of options to help people stay healthy at home in 2019-20:

- The Aged Care Assessment Team (ACAT) assessed 1,251 inpatients and 6,051 community clients for ongoing aged care services
- The Regional Assessment Service assessed 3,011 of residents aged 70 years and over for basic care services
- ComPacks assisted 1,267 inpatients with a six week package of care in their home
- Transition Care assisted 458 residents with a 12 week package of therapy and care in their home
- Safe and Supported at Home (SASH) delivered 560 packages of care to people living with a disability in their own homes
- The Community Visitors Scheme supported over 250 volunteers, speaking 35 languages, visiting over 360 socially isolated residents in 97 aged care homes across Sydney



District takes 10,000 meals to those in need during COVID-19 response

Sajed Daoud depended on readymade meals being delivered to his home during the height of the COVID-19 pandemic in Sydney.

Sajed's left arm was partially amputated as the result of a fall at his Leichhardt apartment.

"I now only have one hand. It's hard for me to cook. I eat the readymade meals that are being delivered for lunch and dinner every day. It is nutritional food. I don't usually eat a lot of vegetables but now I am.

"So, this is saving my life," said Sajed, 59, who lives on his own.

He's one of about 75 people who received meals to his door each week via an initiative set up by Sydney Local Health District in response to COVID-19.

The free service was the brainchild of the District's Aged, Chronic Care and Rehabilitation Team based at Concord Hospital.

"During the pandemic, many of the District's vulnerable older residents, or those living with a disability, found it difficult or unsafe to access food," Julie-Ann O'Keeffe, the team's Operations Manager said.

"Their usual community shopping service may have been temporarily suspended, some supermarkets became unsafe environments for them, and, at times, basic food supplies were not available on the shelves.

"Food security became a real issue. So we decided to take meals to residents at home instead," she said.

A Sydney-based catering company, Master Catering, came on board.

Ordinarily, the company supplies readymade frozen meals to the District's Kalparrin Day Centre which provides respite care for people with dementia and their carers.

The District purchased the meals which were then delivered to residents by George Tannous, a bus driver and assistant at the Kalparrin Day Centre.

George delivered 10,000 meals to people's homes across the District every Tuesday and Friday between March and July.

"They're really appreciative – their faces light up," George said.

"I love seeing the smiles on their faces when I deliver the food. It's really rewarding to see them happy," he said.

The District maintained the service until residents were able to access their regular support services or informal carers were able to provide pre-prepared food or meal ingredients for them.



Boost for the District's Aged Care Outreach team

Allison Cummins has more than 25 years experience as a nurse, which she draws on each day to care for people living in aged care facilities in Sydney Local Health District.

The recently qualified Nurse Practitioner is one of nine nurses in the District's Residential Aged Care Facility (RACF) outreach team, which supports 4500 residents in almost 60 aged care facilities. The team works with medical colleagues to provide timely responses to referrals from GPs, facilities and hospital discharges.

"I see myself as more of an artist than a scientist. Communication is so important working in aged care. Communication with the patient, their family, with each other in the team, and making sure we are responding to people's wishes," Allison said.

"The overwhelming majority of patients we meet are at the end of their life. Good nursing care makes a difference at that stage of life when it comes to symptom management, families feeling included and patients having the opportunity to ask questions.

"Our role is about giving them the dignity and respect they are entitled to. If we have done that, then we've done a good job," said Allison.

Allison recently qualified as a Nurse Practitioner, which allows her to diagnose, prescribe and order tests, including pathology.

"This is especially helpful in the response to COVID-19 when the outreach team has worked with aged care facilities and the Public Health Unit to complete tests, record data and develop outbreak management plans," Allison said.

She received the qualification and endorsement after completing a Master's degree involving supervision, clinical work and the logging of 5000 hours of advanced practice. Allison said it is a qualification that recognises the important work that nurses do.

Virtual care for Cystic Fibrosis patients

Great-grandfather Greg King is becoming tech savvy.



At 74, Greg is the oldest of the 250 patients at Royal Prince Alfred Hospital's multidisciplinary adult Cystic Fibrosis (CF) Clinic – the biggest in New South Wales.

"I'd rate the virtual appointments to monitor my CF far ahead of visits to the hospital. It's so much easier to sit in front of my computer at home," he said.

CF is the most common life limiting genetic disorder in Australia, with respiratory failure the most likely cause of death.

It is recommended patients with the disease attend a specialist CF Clinic for a review every three months, depending on the severity of their condition.

During the check-up, patients see various specialists including a respiratory physician, physiotherapist, endocrinologist and dietician and undergo a lung function test.

"About 80 per cent of our patients live outside of Sydney Local Health District. About 40 per cent live in rural New South Wales," Dr Sheila Sivam, a respiratory physician at RPA's Cystic Fibrosis Clinic, said.

"Travel, accommodation, work and childcare needs may make it hard for them to access regular multi-disciplinary CF care," she said.

A push to improve patient access to tertiary level CF care, prompted a decision to trial offering patients a combination of virtual and face-to-face appointments in January 2020.

During the 12-month trial, patients have the opportunity for virtual consultations with specialists and are also provided with a portable spirometer to measure their lung function.

The CF Clinic is being supported by **rpavirtual**.

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, a court diversion program, ambulatory withdrawal, a consultation and liaison service, substance use in pregnancy and parenting services, inpatient withdrawal and stabilisation services, a youth service, a 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.

HIGHLIGHTS:

- Joined the NSW Health COVID-19 response*
- In 2019-20 (to 31 May) Drug Health Services offered 40 unique clinical services. Clinicians saw 4,774 patients and provided 43,085 occasions of service. In addition there were 54,251 occasions of dosing in the opioid treatment clinics and 22,411 occasions of service in the Needle Syringe Program
- Introduced iDose to the Opioid Treatment Program clinics. iDose is a biometric iris scanning automatic dosing system which increases patient safety and efficiency for opioid pharmacotherapy
- Underwent a clinical redesign of the Harm Reduction Program which has seen an increase of 76 per cent in brief interventions, a 475 per cent increase in new people accessing the clinic and client satisfaction 96 per cent
- Partnered with a range of services to host a Waterloo Health Expo in October 2019 to provide important health service information to the local community
- Continued to build partnerships with the community by developing a memorandum of understanding with WHOS drug rehabilitation service and Mission Australia's homelessness service Common Ground, to provide outreach drug and alcohol clinics for the benefits of their clients
- Continued to support the Aman Tobacco Clinic which provides clinical cessation counselling at the Lebanese Muslim Association in Lakemba and raises awareness about tobacco



Mental Health Services

The District's Mental Health Service is a specialty team, 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

- Joined the NSW Health COVID-19 response*
- Joined the NSW Health response to the 2019-20 bushfires in NSW, assisting Southern NSW and Murrumbidgee Local Health Districts
- Planned for the first Mental Health Parent and Babies Unit in NSW at RPA, in partnership with consumers and families
- Established a Perinatal Infant Mental Health Service delivering care to women throughout the District including maternity services, child and family nursing, NSW Sustained Home Visiting programs, mothercraft cottages Tresillian and Karitane, general practitioners CESPHN, child protection services, Department of Justice and Community (DCJ) and other NGOs
- Secured a \$2.2 million NSW 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
- Developed alternative pathway of care for RPA Emergency to the Missenden Assessment Unit and Short Stay Unit, Professor Marie Bashir Centre. This includes a multidisciplinary team of Consultant Psychiatrists, Trainee Psychiatrists, Transitional Nurse Practitioners, Social Workers and nursing staff facilitating triage, assessment, and pathways to care
- Implemented the REACH Program in Community Mental Health Services. This is the first time REACH has been implemented in a Community Mental Health setting
- Established a Psychology Service at Canterbury Hospital and in the MDOK program
- Established peer support/community of practice for all psychologists at Concord campus
- Completed the "Light up Care" project - a pilot evaluation of the feasibility of implementing a behavioural sleep health program into inpatient mental health care
- Developed a new diversional program to better cater for the needs of patients in the Older Person's Mental Health Unit
- Assisted voting for all Concord Centre for Mental Health patients to participate in state and federal election



New Parent and Baby Unit at RPA

Specialist care for new mums with mental illness and their babies.

Genevieve Whitlam struggled when her baby Arlo was born.

"I had a raging infection that led to a post-natal psychosis. It all happened pretty quickly within a week," she said.

She had no history of mental illness.

Genevieve was first treated in the public system and was later admitted to a mothers and babies unit at a private hospital, where she was able to bond with her baby.

Now, she's helping to design a new Parent and Baby Unit (PBU) at Royal Prince Alfred hospital. It'll provide specialist care for new mothers with mental illness, alongside their baby.

It's the first public purpose-built state-wide PBU in New South Wales.

NSW Premier Gladys Berejiklian, Minister for Mental Health Bronnie Taylor, and Sydney Local Health District Chief Executive Dr Teresa Anderson met Genevieve and baby Arlo at the announcement of the RPA site.

Data shows women are at greater risk of mental illness during pregnancy or following childbirth than at any other time in life, with between 10 and 15 per cent of women developing a mental health problem during pregnancy or postpartum.

The new eight bedroom PBU will enable mothers to remain with their infants during inpatient psychiatric care. They'll also receive caregiving, parent-infant relationship and child development support.

The unit will provide multidisciplinary support to up to 120 women each year.

Each bedroom at the PBU will be able to accommodate a mother, up to two infants under 12-months of age, a partner or family member.

The PBU will also include space and equipment for antenatal care, a 24-hour respite nursery, a mothercraft room, a play area, a retreat room and communal areas to accommodate multiple families with children.

Women with a lived experience of mental illness, like Genevieve, are contributing to its design to create an environment that's conducive to the physical and mental health wellbeing of women and developing infants.

It is expected PBU will be operational by the end of 2021.



Partnership delivers vital mental health services

Clinic improves access to mental health support for Sydney's Muslim community

Sydney's Muslim community is benefiting from a partnership set-up to deliver free multi-lingual mental health services.

Sydney Local Health District has collaborated with the Lebanese Muslim Association to establish and fund the community-based AMAN Health, which runs a Psych Support Clinic at Lakemba.

"There's a lot of stigma surrounding mental health and accessing support services. It's particularly taboo among some in culturally and linguistically diverse communities," one of the clinic's psychologists, Carawan Ghanem, said.

"We want to break down those barriers, raise awareness about the importance of mental health and improve access to support services for people in our community."

At the clinic, two psychologists assess and treat patients for a range of mental health issues including anxiety, depression, and post-traumatic stress disorder.

The culturally and religiously-sensitive service is available to people over 16 years of age. Therapy is offered in English, Arabic and Bengali. No GP referral is needed, nor is a Medicare card.

Eligible patients are provided with an individual treatment plan and regular progress assessments are made. Patients may also be referred to other existing services.

The psychologists have also conducted workshops about stress management, mindfulness and run a carer's therapy group.

The District has contributed more than \$500,000 to fund the Psych Support Clinic over two years.

Specialist therapy invaluable in stroke survivor's rehabilitation

Antonio Fernandez is learning to master simple life skills.

"In the beginning I couldn't walk... but now I feel more independent.

"My confidence has increased. I can see some future. Because, before, I couldn't see it anywhere," he said from his home in inner-west Sydney.

The former restaurant chef, 66, had a stroke and multiple other brain haemorrhages as a result of an assault in 2018.

Along with his physical injuries, his attention span, memory, problem-solving and planning skills have been badly affected.

He needed help to go to the toilet, shower, dress, and groom himself; to do basic domestic tasks like making a cup of coffee or a meal to eat; and relied being pushed in a wheelchair when in the community.

But, with his wife Luisa and family by his side, and support from Sydney Local Health District's dedicated team at the Stroke Outreach Service (SOS), Antonio is slowly regaining his independence.

The SOS is a specialised allied health team including occupational therapists, physiotherapists, social workers and speech pathologists.

It was set up in 2005 to provide home-based therapy to adult stroke survivors, with chronic and complex care needs, who live in the District.

Occupational therapist Michelle Gaffney's role includes re-training a person's upper limbs, plus re-teaching self-care, domestic and community access skills and simulated return-to-work re-training.

Luisa and Antonio's trust in her has been key to Antonio's rehabilitation.

"Antonio has always been willing to participate and so has Louisa who has allowed me into her home too. They trusted me to provide therapy," Michelle said.

"His progression has been great. He was really quite nervous before each of the tasks. But, the more that we practiced, the more that he did. He became more confident and that's led to his independence," she said.

For Luisa, the SOS – and particularly Michelle's role in Antonio's rehabilitation – has been invaluable.

"I was told that Antonio would never walk again and that I should probably put him in a home... because he needed 24-hour care," Luisa said.

"I said, 'No, he's actually going to walk again. We will do everything we can to get him the help to walk again.' And, that's what we did," she said.

ICT

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 helping to transform 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 the delivery of world-class healthcare IT. This means forging new collaborations with Microsoft, Intel and Apple while strengthening long-standing partnerships with eHealth NSW and Cerner.

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 14,000 staff can do their jobs efficiently 24 hours a day, every day of the year.

IN 2019-20

13.5 million
electronic
medication orders

4,027,381
minutes of
videoconferencing
and telehealth**

15,724
virtual
meetings**



HIGHLIGHTS

- Joined the NSW Health COVID-19 response* including delivering 245 projects and supporting virtual working
- Joined the NSW Health response to the 2019-20 bushfires in NSW, assisting Southern NSW and Murrumbidgee Local Health Districts
- Rolled out the first virtual hospital in New South Wales, with over 5,000 patients cared for in the first nine months of operation***
- Introduced new collaboration platform Teams to facilitate communication and new ways of digital working
- Introduced same sign-on - one username and password per user account across District systems. Adopted by 27,000 user accounts in first four weeks after go-live with the fewest escalations or technical issues of any electronic medical record integration.
- Upgraded 60 per cent of the District's 11,000 devices to Windows 10, giving ICT services remote access and the ability to resolve issues on a first-call basis
- Launched a District-wide Cyber Security Steering Committee in response to the new NSW Cyber-Security Policy and framework
- Introduced eMeds for 'hospital in the home' patients so medical officers are able to update patient records remotely
- Launched CARPS cloud-based resource management system for portage and cleaning services at RPA and Concord Hospitals, increasing productivity and optimising available resources
- New hyper-converged data centre gives neurosurgeons BrainLab scans in real time and remote access to patient scans, making it faster and easier to provide advice and potentially reducing in-theatre time for patients. Technology has been used in three emergency operations, and will be used more often as elective surgery volumes increase
- New Isilon NAS data storage unit increases storage capacity to host radiology and biomedical engineering images. It also reduces the District's environmental footprint by using less power and cooling, frees up floor space and reduces running costs
- Launched PowerChart Maternity in October 2019 - almost 4,500 babies born now have a life-long digital health record
- Roll-out of a new electronic system for managing oral health services at Sydney Dental Hospital and Oral Health Services
- Transitioned to digital observation charts at RPA and Professor Marie Bashir Centre

64,988
service desk
tickets raised



7,000 devices upgraded to Windows 10



*details about the District's response to COVID-19 are available from page 16

Between March and July 2020 *Figures as at 31 October 2020

Research

Sydney Local Health District has a proud research culture.

Since 1979, in Sydney Local Health District we have conducted more than 6,670 clinical trials:

- More than 1,550 staff have participated as a Principal Investigator of a trial at a District facility
- Of these staff members, around 650 have been the Principal Investigator for multiple studies
- A vast number of staff also participate as Associated Investigators and clinical trials support roles
- These trials have been conducted in up to 99 departments across the District over 41 years
- There are approximately 588 active clinical trials in the District (as at December 2019)
- These trials are being conducted in more than 68 departments, with more than 210 principal investigators
- 85 per cent of the District's trials are multi-centre trials
- 56 per cent of the trials are international studies

Pioneers in patient care

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.

Clinical Research Centre

Our Clinical Research Centre was established to implement the District's 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.



Did you know?

Sydney became the first public Local Health District in the nation to be granted full membership to the Australian Clinical Trial Alliance. ACTA is an advocacy body that represents clinical trial networks, coordinating centres and quality registries across the country. The District will now have the opportunity to nominate a representative to join the ACTA's Advisory Council to help shape advocacy for the sector.

HIGHLIGHTS

- Joined the NSW Health COVID-19 Response*
- Supported the COVID-19 Call Centre through the establishment of a database utilising the REDCap data management system
- Supported research projects and data collection for COVID-19 related research
- COVID-19 and Research Ethics and Governance – including a number of out-of-session meetings and expedited ethical review of COVID-19 research applications. At the end of June 2020, 48 COVID-19 research applications had been submitted for ethical review, with 41 COVID-19 research projects submitted for governance authorisation to commence at a District facility
- Established the Sydney Local Health District COVID-19 Clinical Trials Response Working Group and released the District Guidance to investigators
- Additional Committees and Working Groups established to support research during the COVID-19 pandemic
- Sydney Health Partners has provided funding to the ClinTrial Refer app as part of its continued efforts to improve clinical trials recruitment and sustainability. ClinTrial Refer has received \$150,000 from Sydney Health Partners, which will be used for matched funding from the Commonwealth Government's MTPConnect Industry Growth Centre fund, as well as continued app development. The team launched the second version of the app at the international conference hosted by the Australian

Clinical Trials Alliance in Sydney in October 2019

- Celebrated the 20 year anniversary of the RPA Research Foundation Medal. More than \$1,000,000 in prize money to fund research has now been granted to winners
- Celebrated the 5th Anniversary of the Institute of Academic Surgery at RPA

Healthy Homes and Neighbourhoods

1. The Healthy Homes and Neighbourhoods (HHAN) program was the winner of a NSW Health Award. The submission 'Creating Healthy Homes and Neighbourhoods in Sydney Local Health District' won the Delivering Integrated Care category
2. HHAN also won a 2019 Prime Minister's Award for Excellence in Public Sector Management
3. HHAN received the 2019 Chairman's Award of Excellence at the District's AGM
4. HHAN also won its Quality Award category at the 2019 AGM
5. NSW Premier's Awards 2020 – Finalist

Research related awards

Professor Janette Vardy

Investigator Award (2020-2024)
NHMRC University of Sydney Award for Excellence - Outstanding Research
Higher Degree Supervision

Professor David Celermajer

2019 Inaugural Ruthven Blackburn Medal for lifetime contribution to clinical research; University of Sydney

Professor Harry Iland

Awarded Life Membership of the Australasian Leukaemia and Lymphoma Group in recognition of his outstanding contributions to the advancement of research into blood cancers, especially APL

Professor Christopher Maher

Outstanding Research Leadership Award 2019, Faculty of Medicine and Health, University of Sydney. Research Supervisor Award 2019, Sydney Research

Lizzie Griggs

AIDS Council of NSW (ACON): ACON HERO awarded to Lizzie Griggs, Clinical Nurse Specialist

Professor Nick Buckley

2019 RPA Research Foundation Medal: For his research in Toxicology and Clinical Pharmacology. Professor Buckley is a senior staff specialist in clinical pharmacology and toxicology at RPA, and has contributed to more than 100 publications in the past five years, focusing on translational clinical and epidemiological toxicology research.

Professor Richard Scolyer

Awarded the University of Sydney's Alumni Award for International Achievement 2019.

The Pathologist's 2019 "Trailblazers" Power List - a power list of top 100 pathologists worldwide with Professor Richard Scolyer listed in top 10 and the only Australian in the top 100.

Awarded Clarivate Web of Science Group "Highly Cited Researcher 2019" in recognition of exceptional research performance demonstrated by the production of multiple highly cited papers that rank in the top one per cent for field and year in cross-field.

Sydney Research is a unique collaborative translational research entity that brings together leaders in healthcare, research, industry and education to optimise innovation, translation and implementation.

Our primary purpose is innovation to:

- translate cutting-edge research into patient care
- deliver improved outcomes for patients
- equip health professionals with the skills and knowledge they need
- improve the health and wellbeing of our population.

We aspire to be a world leader in health and medical research, converting discoveries into improved health and wellbeing for our community.

HIGHLIGHTS:

- Joined the NSW Health COVID -19 response*
- In 2019-20, Sydney Research played a critical role in key strategic projects, progressing the business case for the development of the Sydney Biomedical Accelerator state-of-the-art research facility, as well as representing Sydney Local Health District and its partners in the Camperdown Health and Education Research Precinct
- Contributed to the whole-of-government Camperdown-Ultimo Alliance Steering Committee, supporting delivery of projects within the Camperdown Ultimo Alliance, including the special enterprise precinct project and the land use study across the Camperdown-Ultimo area
- Continued to support the successful projects from Rounds 1-4 of the NSW Office of Health and Medical Research's Translation Research Grants Scheme (TRGS). Over the four rounds, Sydney Local Health District has been awarded \$4,435,031 in funding and is one of the most successful Local Health Districts for the scheme. Sydney Research recently coordinated the submission of applications for Round 5 of the TRGS scheme
- Progressing the development of a new Sydney Research Strategic Plan in consultation with all partners



- Supported the PFCC Research Working Group in developing the recently published 'Engaging Consumers in Health Research' article in the Australian Health Review. The Working Group have since established six key initiatives to strengthen the involvement of community members in our District
- Led the state-wide initiative, Embedding Quality Research, with the NSW Office of Health and Medical Research to provide advice on research priorities across the state
- Supported a mentor and mentee to develop their leadership skills in the Franklin Women Mentoring Program and Academic Partnership, to promote women leaders in health and medical research. Sydney Local Health District is the first Local Health District/Specialty Health Network to partner with Franklin Women
- Coordinated the launch of the Biodesign immersive innovation education program in partnership with the University of Sydney. Multidisciplinary teams were placed across RPA to innovate and commercialise an idea. Teams prototyped their concept, built a business case and developed a venture capital pitch
- Supported Sydney Local Health District in becoming a core participant of the Digital Health Collaborative Research Centre, a national collaboration of universities, commercial firms and other health services to deliver transformative digital health solutions
- Celebrated five years of Sydney Research Council, the peak leadership group for research innovation and collaboration in the District
- Contributing to the Commonwealth initiative, Encouraging More Clinical Trials in Australia, which aims to redesign existing clinical trials systems and drive improvement in core hospital governance arrangement in areas
- Supported Sydney Local Health District as the first Local Health District to ratify the Sydney Health Partners Data Accord, an agreed set of principles aimed at standardising the information required from researchers when using de-identified patient data for research purposes

Top Achievers – A snapshot

Professor Christopher Maher, Director of the Institute of Musculoskeletal Health, Sydney Local Health District 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 Maher also received an NHMRC Investigator Grant worth \$2,514,215 for his project 'Delivering the right care for low back pain'. There were three other applications from the Institute of Musculoskeletal Health that were also successful, totalling in \$5,721,775 worth of funding.

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

Professor Leonard Kritharides was successful in receiving funding in the inaugural round of Senior Scientist s 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 Scientist s and Clinician Scientists Grants for his project 'Giving the failing heart the nutrients it needs'.

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.

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

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 Michelle Barakat-Johnson was awarded \$930,095 as part of Round four 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 Excellence in Innovation in Research by the NSW Health Minister. Brad Hazzard, and NSW Health Secretary, Elizabeth Koff, at the 2019 NSW Health Excellence in Nursing and Midwifery Award

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.

Professor Anthony Keech was awarded an NHMRC Clinical Trials and Cohort Studies grant and \$4,238,895 in funding for his project titled 'COLchicine CARDiovascular Outcomes in Acute Coronary Syndrome (COLCARDIO-ACS) Study'

Professor Jane Young from the Surgical Outcomes Research Centre was awarded an NHMRC Clinical Trials and Cohort Studies grant and \$1,119,877 in funding for her project titled 'PRIORITY TRIAL - Preoperative exercise for patients undergoing major abdominal cancer surgery: A Multicentre Randomised controlled Trial'.

Associate Professor Meg Jardine was awarded an NHMRC Clinical Trials and Cohort Studies grant and \$4,353,257 in funding for her project titled 'Evaluation of the efficacy and safety of health service dialysate sodium practice on clinical outcomes'.

Professor Simon Lewis was awarded an NHMRC Investigator Grant and \$3,738,220 in funding for his project 'Predicting, diagnosing and treating synucleinopathies'.

Professor Markus Seibel was awarded an NHMRC Investigator Grant and \$1,500,000 in funding for his project 'Making the first osteoporotic fracture the last implementation and analysis of an evidence-based, integrated model of care for secondary fracture prevention'

Professor Ronald Grunstein was awarded an NHMRC Investigator Grant and \$2,414,215' in funding for his project 'Targeting challenges in sleep health'

Professor David Handelsman was awarded an NHMRC Investigator Grant and \$3,164,215 in funding for his project 'Overcoming androgen misuse and abuse'.

Professor Georgina Long AO from the University of Sydney was awarded officer in the General Division of the Order of Australia for distinguished service to medicine, particularly to melanoma clinical and translational research, and to professional medical societies.

Professor Joy Ho AM was awarded member in the General Division of the Order of Australia for significant service to medical research, to haematology, and to professional bodies

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.

Our Staff

During 2020, we have had to adapt our workplaces, systems and communication approach to respond to COVID-19. At all times we have had a focus on the safety and wellbeing of our staff.

In Sydney Local Health District we have a diverse and dedicated team. Our 14,000 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.

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:

COVID-19 response:

Joined the NSW Health COVID-19 response* with the development and implementation of workforce surge plans.

- Converted casual staff to temporary full time or part time contracts and increased hours for part time staff to full time
- Contacting front line clinical staff and support staff who had recently resigned or retired to see whether they could contribute to the COVID-19 response
- Upskilled nurses and clinical staff to assist in busy wards in peak times
- Designed a bespoke recruitment process targeting Qantas staff who were stood down due to COVID-19 into roles that were critical for our pandemic response
- Developed an online COVID-19 Workforce database to identify priority areas and staffing requirements and to capture staff for deployment to suitable areas to support the pandemic response

- the highest Engagement Index of any Local Health District in NSW at 71 per cent and highest Culture Index at 67 per cent. 71 per cent of our staff were proud to tell others where they work
- Developed a Collaborative Leadership Program at Sydney Dental Hospital in collaboration with HETI and CEWD
- Developed and implemented the Workplace Culture and Safety Action Plan for 2019-20
- Developed a Sydney Local Health District Reward and Recognition Framework to support the recognition of exceptional staff and teams, including strategies for recognition in the moment, employee of the month and service awards
- Commenced the Flexible Working Project and WorkSmarter Hub for all District staff

Initiatives to support diversity and inclusion in the workplace:

- The District continues to build partnerships which provide a solid foundation for 5.6 per cent Disability Employment participation in our District by 2025. This includes a commitment to participate in the Paralympic Workforce Diversity Program for an initial two year period. The program provides an opportunity to employ elite Australian Paralympic athletes

- and promote diversity and inclusion in the workplace through the athlete's role as a Diversity Ambassador
- Established a partnership with WISE Employment, a not-for-profit, government funded DES provider to facilitate the creation of employment opportunities for people with a Disability and work with staff to build disability awareness
- Recognised for our 10 year partnership with JobSupport at a special Award ceremony
- Held our first Aboriginal Workforce Forum in 2019
- Worked in partnership with key stakeholders to close the gap on Aboriginal Health outcomes through the creation of new positions

Other highlights:

- Planned for the future workforce requirements of RPA and Concord Hospitals following the redevelopment of the facilities
- Implemented online leave forms

Workplace Culture:

- 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. We recorded

RPA Theatre Toasties

“During the pandemic, there’s been an understandable rise in stress and anxiety amongst health care workers at RPA. We wanted to take immediate action to improve their wellbeing”

A pilot wellbeing initiative for staff who work in RPA’s operating theatres is based on a simple idea – the love of a cheese toastie.

“Given the nature of our work, it’s often hard for staff in hospital operating theatres to leave to buy food or to take regular breaks to eat,” Dr Anand Rajan, a specialist anaesthetist at RPA, said.

So Dr Rajan, a member of the RPA anaesthetic wellbeing team, in consultation with his surgical, theatre and anaesthetic colleagues plus the staff wellbeing team at MDOK, devised a new campaign called #TheatreToastie.

“During the pandemic, there’s been an understandable rise in stress and anxiety amongst health care workers at RPA. We wanted to take immediate action to improve their wellbeing,” he said.

Under the six-month pilot that’s being funded by MDOK, several sandwich presses have been placed in the RPA theatre staff room. And, the hospital’s Food Services team supplies fresh bread and cheese throughout the week.

There are 22 operating theatres at RPA and up to 200 people, including surgeons, anaesthetists, nurses and support staff work in the theatres every day.

The initiative is supported by head of anaesthetics, heads of surgery and colorectal surgeons, and the theatre Nurse Manager Stella Pillai.

“It’s the ultimate comfort food. Who would think something as humble as a cheese toastie could make such a difference?” Stella said.

“But, it’s one of the best things that’s happened in theatres. It demonstrates to staff that someone cares about them and helps them to feel appreciated,” she said.



Providing opportunities for all abilities



Meet Wundarra Dennis-Reid.

He was placed at RPA two years ago through the JobSupport program, which provides training and job opportunities for young school leavers with intellectual disabilities.

In 2008, RPA became the first hospital in NSW to establish a partnership with JobSupport.

Since then, our Employ-my-ability program has become embedded in 15 non-clinical departments across Sydney Local Health District, training up to 14 people at a time.

It has been recognised with national and state awards, but most importantly, it has changed the lives of those involved, opening up opportunities that they, and their families, may never have dreamed possible.

For Wundarra, 20, pictured with supply officer Bill Kuzmanovski, distribution supervisor Colin Hodges and acting general services manager Damian Robinson, the placement has given him a sense of achievement and belonging.

And he’s proven himself so dedicated and dependable that he’s now been employed five days a week in our supply team, transporting goods around the hospital.

My three point career turn

Qantas bus driver Senad Hatic wasn’t planning on switching jobs in 2020, but the economic impact of COVID-19 on the aviation industry changed all that.

Senad is one of dozens of Qantas employees who have moved in to new work at Sydney Local Health District after being temporarily stood down by the airline, to preserve jobs in the longer term.

The 54 year old worked for Qantas for almost seven years, driving cabin crew around Sydney Airport’s Domestic and International Terminals.

In his new role, he transports COVID-19 swabs from the District’s drive-through testing clinics to be analysed at the Royal Prince Alfred Hospital’s Microbiology laboratory.

On a typical day, he makes three journeys to the lab, delivering hundreds of swabs for testing. On one particularly busy day in June he transported 466 swabs.

“I’m amazed on a daily basis how staff work so hard for all of the community. They don’t go home at the end of the day until their work is done,” he said.



International Year of the Nurse and Midwife

This year, Sydney Local Health District applauds the extraordinary contribution of nurses and midwives.

So far, 2020 has been an extraordinary time for nurses and midwives according to the District's Director of Nursing and Midwifery Services Ivanka Komusanac.

"It's highlighted the critical contribution nurses and midwives make to the health care system not only in our District, but across Australia and around the world," she said.

The World Health Organisation declared 2020 The Year of the Nurse and the Midwife.

It's also the 200th anniversary of the birth of Florence Nightingale, the founder of modern nursing.

While celebrations haven't quite been what we had planned, the District wants to publically acknowledge the passion, dedication and professionalism of the more than 5000 nurses and midwives employed in Sydney Local Health District - who are all working to meet the challenges of COVID-19.

Nurses and midwives care for patients in the District's hospitals and clinics as well as reaching out to the vulnerable in our community and delivering care to clients in their homes and in community health centres.

The COVID-19 pandemic has changed the nature of the work many nurses and midwives do and the way patient care is delivered.

"Our nurses have been deployed to screen passengers at Sydney Airport, on cruise ships, in boarding houses and residential aged care facilities," Ivanka said.

"They've staffed COVID-19 Clinics in our hospitals and the community.

"They've contributed to the set-up of accommodation for people in self-isolation, worked with **rpavirtual** to provide telehealth care, assisted the Public Health Unit with contact tracing and phoned patients via our COVID-19 call centre.

"Our nurses in critical care have assisted with the expansion of Intensive Care Units and the care and management of COVID-19 patients and their loved ones," she said.

And, now more than ever, the District's midwives are playing a vital role supporting women during pregnancy, childbirth and the postnatal period.

The District is home to almost 320 midwives delivering more than 6200 babies a year across RPA and Canterbury in birth centres, delivery, postnatal and antenatal units, and Midwifery Group Practice services.

"Midwives make a significant contribution to maternal and newborn health," Ivanka said.

"While many staff have been redeployed to COVID-19 related duties, we also want to honour the essential work of those who continue to deliver quality health care for all of the other patients in our District," Ivanka said.

"Nursing is one of the largest health professions. About half of the District's staff are nurses or midwives," she said.



Nurses and midwives are at the heart of the world-class health care Sydney Local Health District provides for patients and their families.

NSW Bushfire Emergency

“The partnership that we’ve had with Sydney Local Health District for me has meant that our staff weren’t alone. That we felt heard. That we weren’t isolated. [They]... reached out to us and helped us and came down and validated the way we felt and were there to provide some really practical support.”

Leanne Ovington, Director of Nursing and Midwifery
at Bateman’s Bay and Moruya Hospitals

NSW faced an unprecedented bushfire season during 2019–20. It was one of the most devastating seasons in our history.

NSW Rural Fire Service crews and other agencies responded to more than 11,400 bush and grass fires that burnt more than 5.5 million hectares, the equivalent of 6.2 per cent of the state. There were six days where areas across NSW recorded catastrophic fire weather conditions.

Tragically 25 people lost their lives. Fires destroyed 2,448 homes, and more than 800 million animals in were killed or displaced in NSW.

The NSW Health response

It has often been said that working in health is like being part of a very big family. Never has that been more evident, than in times of devastation and recovery. When a State of Emergency was declared by the Premier, our staff signed on to help.

As part of the NSW Health state-wide bushfire response, the District partnered with Southern NSW and Murrumbidgee Local Health Districts.

More than 60 medical, nursing, mental health, allied health, environmental health, communications and ICT staff from Sydney Local Health District were deployed or supported the response. Staff from Balmain, Canterbury, Concord, Dental and Royal Prince Alfred hospitals including Emergency Department doctors, registered nurses – from EDs, intensive care units and the nursing pool – social workers, mental health clinicians and physiotherapists volunteered to be deployed to relieve exhausted local clinicians.

They went to Batemans Bay, Bega, Moruya, Queanbeyan and the Murrumbidgee.

There were also specialist Sydney-based teams caring for those who were injured during the bushfires including the Concord Hospital Burns Unit, ICU and Ward 4East.

“Health staff in these areas have all been directly or indirectly affected by the bushfires and some have lost their homes.

They were physically and mentally exhausted, and understandably traumatised. Our hearts go out to them and everyone in the community impacted by this disaster. We are here to help.

We put a call out for staff willing to be deployed. And our amazing people came forward in droves. They put up their hands immediately.”

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

“It’s been a really challenging time. Many of our staff have been directly affected or members of their family have been affected.

It [the deployment] has meant our staff have been able not to be at work. They know that somebody else is providing the care they would normally be providing and that their patients are safe. That they’re not letting anybody down.”

Lisa Kennedy, General Manager,
Eurobodalla Health Service

“Thank you to all of you for the way that you are standing by our health colleagues in bushfire affected areas, whether that is by volunteering to be deployed, or by helping to fill positions here while others are away on bushfire relief. Together, as a District, we will continue to do what we can to support those who are supporting communities who have suffered great loss.”

Ivanka Komusanac, Director of
Nursing and Midwifery Services,
Sydney Local Health District



Awards

Quality Awards 2019

Transforming Patient Experience

Highly Commended:
Transforming the environment for patients with cognitive impairment, Wakefield Ward, Balmain Hospital

Winner:
Enhancing Recovery following Bariatric surgery: development of a new model of service, Upper Gastrointestinal Tract Unit, Concord Hospital

Delivering Integrated Care

Highly Commended:
Implementing a model of GP and Mental Health Shared Care, Clinical Services Integration, Sydney Local Health District

Winner:
Healthy Homes and Neighbourhoods, Community Health Services, Sydney Local Health District

Keeping People Healthy

Winner:
HIV in International Students: an innovative response, Multicultural HIV and Hepatitis Service, Diversity Programs and Strategy Hub, Population Health, Sydney Local Health District

Health Equity, Diversity and Inclusion

Winner:
Rainbow Families Antenatal Parent Education, Child and Family Health Services, Community Health Services, Sydney Local Health District

Supporting Our People

Winner:
Meditation-based Wellness and Compassion Program, Nursing and Midwifery Services



Sydney Local Health District
Year in Review 2019-20

Education and Workforce Development

Highly Commended:
Blood Administration and Pre-Transfusion Specimen Education Support Portal, Canterbury Hospital

Winner:
A state-wide Gastrostomy Training Program, Nutrition and Dietetics Department, Royal Prince Alfred Hospital

Health Research & Innovation

Highly Recommended:
Improving the Care of Patients with Acute Back Pain, Emergency Departments, Sydney Local Health District

Winner:
Research as the Gatekeeper: Introduction of Robotic-assisted Surgery into the Public Sector, Institute of Academic Surgery, Royal Prince Alfred Hospital

Excellence in the provision of Mental Health Services

Winner:
ECT: Let's Talk About It! Concord Centre for Mental Health, Mental Health Services

Volunteer of the Year

Kylie Scott, disability advocate

Collaborative Leader of the Year

Kylie Tastula,
Clinical Nurse Consultant Neurosciences, Royal Prince Alfred Hospital

Sydney Local Health District Manager of the Year

Lesley Innes, Director, Centre for Education and Workforce Development

Sydney Local Health District Staff Member of the Year

Sharon Sheibu, Concierge, Sydney Dental Hospital

2019 Chairman's Award for Excellence

Healthy Homes and Neighbourhoods, Community Health Services

Prime Minister's Award 2019

Winner:
Healthy Homes and Neighbourhoods

CPMEC Junior Medical Officer of the Year 2019

Dr Tom Morrison, JMO, Royal Prince Alfred Hospital

Health Finance Awards 2019

Winner:
Finance Team of the Year eTrak and Clinical Barcoding Program Team

Western Australia 2020 Young Australian of the Year

Yarlalu Thomas, Indigenous Respiratory Science Traineeship recipient, Concord Hospital, 2017-2018

Australia Day Honours 2020

Professor Bruce Robinson AC
Professor Robert Cumming AO
Professor John Simes AO
Professor Peter McCluskey AO
Professor Pierre Chapuis AM
Professor Nicholas Evans OAM
Dr Hazel Goldberg OAM
Dr Meng Ngu OAM

Queen's Birthday Honours 2020

Belinda Hutchinson AC
Professor Georgina Long AO
Judith Meppam AO
Professor Joy Ho AM
Dr Anthony Joseph AM
Dr Richard Walsh AM
Emeritus Professor Robert Baxter AM
Dr John Daniels OAM
Georgina Loughnan OAM



Australian Orthopaedic Association Awards

L.O Betts Memorial Medal
Dr Paul Stalley AM, Clinical Director Neuroscience, Bone and Joint and Trauma, Sydney Local Health District

Emerald/EFMD Outstanding Doctoral Research Awards for Health Care Management 2020

Winner:
Dr Lil Vrklevski, PhD, Director, Psychology, Sydney Local Health District

NSW Health Awards 2020

Finalists:
Keeping People Healthy Award:
Keeping them safe: a rapid response for vulnerable people during COVID-19

People and Culture Award:
We need a Tiger Team: A pandemic innovation to care for our staff

Transforming Patient Experience Award:
rpavirtual - a new way of caring

NSW Premier's Awards

Winner:
Excellence in Digital Innovation Award:
rpavirtual - a new way of caring

Finalists:
Tackling Longstanding Social Challenges Award:
Healthy Homes and Neighbourhoods

NSW Health Excellence in Nursing and Midwifery Awards 2020

Finalists* winners to be announced 26 November

Judith Meppem Leadership Award:
Andrew Ingleton, Clinical Nurse Consultant, Public Health Unit, Sydney Local Health District

Former Indigenous Trainee honoured



Sydney Local Health District is proud to have played a supporting role in medical student Yarlalu Thomas' success.

The 21 year old Nyangumarta Pitjjarli man was named Western Australia's 2020 Young Australian of the Year.

Yarlalu was a recipient of The Indigenous Respiratory Science Traineeship at Concord Hospital.

He was employed as a trainee scientific officer at the Sleep Disorder and Respiratory Function Laboratory during 2017 and 2018 while he was studying at the University of Sydney.

"If we played a little part in helping him along the way, then that's wonderful. I'm very happy for him. And, proud. It's not a surprise that he has received this honour as he is a truly exceptional young man. He is doing amazing research," Professor Matthew Peters, the Head of the Thoracic Medicine Department at Concord Hospital, said.

Now, Yarlalu is working at the Register of Developmental Anomalies, Genetic Services in Western Australia and Cliniface, and aims to transform genetic health care services for remote Indigenous people.

He also works on a program called Pilbara Faces which uses 3D facial imaging technology to provide more accessible, quicker and non-invasive diagnosis for Aboriginal and Torres Strait Islander children with rare and genetic diseases.

Originally from Warralong, a remote community 120 kilometres southeast of Port Hedland, Yarlalu was the first in his community to graduate from high school. He was the first member of his family to go to university.

Healthy Homes and Neighbourhoods

The Healthy Homes and Neighbourhoods program coordinates cross-agency care to ensure vulnerable families have their health and social needs met, and are better connected to the services they need.

It's designed to achieve the vision of an integrated service system that supports families and acknowledges the impact of social determinants of health on family health and wellbeing.

Clinicians provide "whole-of-family" place-based care, in partnership with government and non-government agencies, supporting the unique needs of all family members.

Families improve their capacity to understand health information, increase engagement with health and social services, reduce duplication and avoid unnecessary hospitalisations.



The program is being scaled and adapted in District services including Sydney Dental Hospital, Substance Use in Pregnancy and Parenting Services, behavioural schools and three additional place-based hubs.

It has also been offered to all NSW Local Health Districts.

In 2019, the initiative won a Prime Minister's Award for Excellence in Public Sector Management (Collaboration), a NSW Health Award and two District AGM Awards.

The eTrak & Clinical Barcoding Program Team celebrate win at Health Finance Awards 2019

Congratulations to our eTrak & Clinical Barcoding Program Team who won the Finance Team of the Year category at the Health Finance Awards 2019.

The handheld mobile scanning technology combined with barcoded patient ID wristbands, staff ID badges and product packaging, improves patient safety and cuts costs by enabling clinicians and support staff to record every item used during a procedure, such as a hip or knee prosthesis, pacemakers, defibrillators, stents and catheters.

This integrated product tracking and billing system automatically sends information to the electronic medical record (eMR), which improves accuracy. It also means that clinicians spend less time on manual data entry, giving them back time with their patients.

The system tracks implants and associated products in real-time and reorders stock and bills automatically.



District strives to strengthen diverse workforce

District's new partnership enhances job opportunities for people with a disability.

Farhad Babul has a new job.

"It's changed my life. I feel like I'm respected. I would like to stay here as long as I can," he said.

Farhad, who has lived experience of a disability, has joined the Environmental Services team at Balmain Hospital.

"I want to improve in this life. I want to be independent and be able to provide for myself by working," he said.

Farhad, who is deaf and mute, uses sign language to communicate.

He is the first employee recruited under a new Sydney Local Health District partnership with not-for-profit employment service provider WISE Employment.

The partnership is designed to enhance the creation of job opportunities for people with a disability in the District.

"Our District's culture is based on ensuring the needs of our patients, their families, carers and the community are at the heart of everything we do," Dr Teresa Anderson AM, the District's Chief Executive, said.

"Given the increasing diversity of our District's population, valuing, supporting and growing a diverse workforce that is representative of the community our District serves, will optimise and enrich the delivery of equitable health services," Dr Anderson said.

The District is currently working towards an employment target of 5.6 per cent disability workforce participation by 2025.

"One of the drivers of positive change in our community is inclusive partnerships that recognise disability as part of diversity," Souzan Asfour, the head of employer engagement at WISE Employment, said.

"Working with Sydney Local Health District will help people who have a disability to improve their personal, social and economic circumstances, which in turn makes our entire society stronger, fairer and more resilient," Ms Asfour said.

Under the partnership, the District will consider Wise Employment candidates, whose skills and abilities match requirements for roles the District's hospitals, services and support teams.

Once placed in a position, employees will be offered job coaching, mentoring and training as needed, while workplace support will also be provided to the employee's work colleagues and managers.

The District will also work with WISE Employment to build the knowledge and confidence of existing staff in disability and cultural awareness.

Farhad's co-workers at Balmain Hospital have nothing but praise for him.

"He's very dedicated. He is a hard worker and has high standards. He's always positive and has a smile on his face. Since day one, he's been a great member of our team," Suman Karki, the Environmental Services Manager at Balmain Hospital, said.

"He's taught us the sign language for hello, goodbye and thank you. An AUSLAN interpreter has been arranged for him and we're planning to have a staff training session too," he said.

Farhad hopes his job is the beginning of a lengthy career at the District.

"I feel like there is absolute opportunity to grow and the training is helping me gain confidence to move into other roles. Let's see where this job takes me," he said.

Education

The Centre for Education and Workforce Development, provides education and professional development opportunities for staff.

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

In 2020 the Centre for Education and Workforce Development transformed its business to respond to COVID-19. The role of education staff was to support our staff, to ensure they felt safe and had the skills required to manage the demands of COVID-19.

During the 2019-20 financial year, despite face to face classroom teaching being limited due to COVID-19, staff completed 24,829 face to face development programs and 143,145 online modules.

HIGHLIGHTS

- Joined the NSW Health COVID-19 response* creating a new Education Model known as Tiger Teams to support our staff
- Tiger Teams offered Mask Fit Testing for staff as part of the COVID-19 response
- Offered a marketing internship position at CEWD
- Established the Sydney Local Health District Managers Awards which are mapped to the Management Accountability Framework
- Included Violence Prevention Management in the orientation program for all new nurses and new graduate clinicians
- 61 per cent increase in VET in Schools participants across the District
- Commenced a Consumer and Community Advisory Panel
- Added the Graduate Certificate of Health Research to the scope of Sydney Local Health District and the NSW Health RTO. This qualification has been written by CEWD and is the only qualification of its kind in NSW Health



Did you know?

During the 2019-20 financial year, despite face to face classroom teaching being limited due to COVID-19, staff completed 24,829 face to face development programs and 143,145 online modules.



Strategic Communication and Media

Communication is one of the most important tools in all areas of our business. It is how we engage and keep our 14,000 staff informed and how we share information with patients and their loved ones.

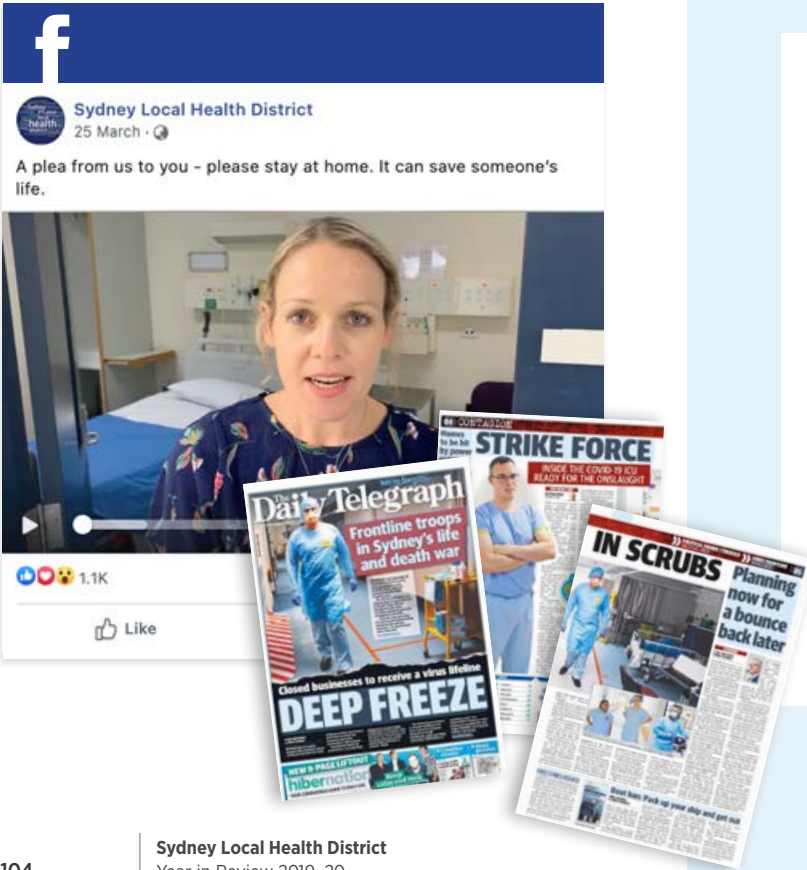
There are a range of communication methods we use to communicate as well as partnering with media and local communities to showcase our stories and those of our patients and their families.

Facebook – Sydney Local Health District

In 2019-20 we saw a 47 per cent increase in people who liked the page (from 8,687 to 16,416). This included a 32 per cent jump – or 5,345 people from March 1.

That's a 50 per cent increase in followers (8,797 to 17,534) to support our staff and our community during COVID-19.

Our stay at home video reached 212,000 people



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, publications (including our HealthMatters newsletter), and events held in the District, all on one easy to access platform.

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

Did you know?



100 stories were published on SydneyConnect in 2019-20



368,800 total page views*

*between July 2019 and June 2020

Our teams have produced hundreds of videos in the six months from January to June 2020 – to support our staff and our community during COVID-19.



Vimeo

- 41,000 impressions and 17,000 views. (That's 30 days 19 hours 28 minutes and 33 seconds worth of viewing time).
- There was a rapid increase in views between February – March – April, from 71 to 4,195 to 9,119
- Our community leaders talking about Easter was one of the most watched videos this year



YouTube

- 122,000 views, which peaked between March and April
- Our top viewing was the Wellness breathing techniques produced for staff and quarantine patients

Community engagement and events

Each year the District hosts a number of staff, community and cultural events.

While many of our usual events have not gone ahead this year because of COVID-19, we have been able to find novel ways of marking important calendar dates - virtually, via our digital and social channels, our daily screening stickers and engaging with our community and building our partnerships.

Some examples of the events which were able to be held before the Bushfire Emergency and the COVID-19 pandemic included our Annual General Meeting, Multicultural Leaders Forum, Rivendell Flower Show and NAIDOC Week (2019). We also held stalls or took part in events such as Fair Day, Yabun and Waterloo Community Event.

This year we held our *first ever* Virtual Pitch – our innovation series for our staff to share ideas.



the pitch

See through success – the Pitch during COVID-19

More than \$1.6 million dollars has now been awarded to implement the ideas of our staff since the District started The Pitch in 2014, with similar innovation challenges now being held in many other health services across the state.

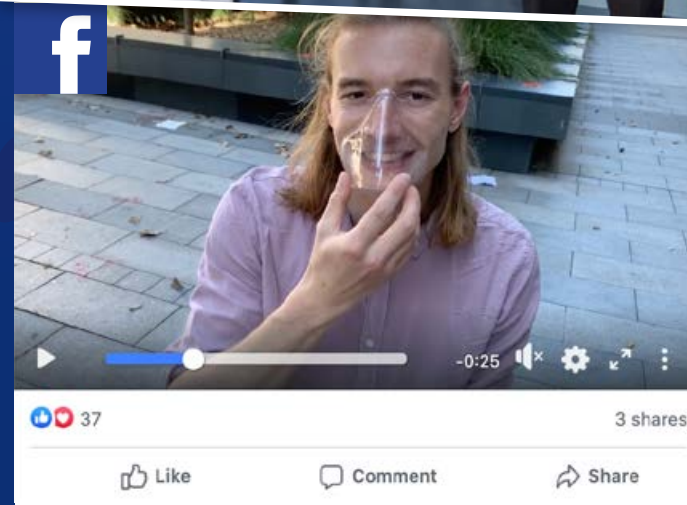
Round 21 of the Pitch went ahead in October 2020, held virtually for the first time due to COVID-19, but with twice the prize money up for grabs. \$100,000 was divvied up.

The Secretary of NSW Health, Elizabeth Koff, joined the judges panel for the round, which had a focus on the ideas and innovations of staff that have been formulated during the pandemic.

Transparent face masks was the big winner in round 21.

Dr Ryan Downey, Staff Specialist Anaesthetist, RPA and Luke Cameron Gordon, PhD Candidate, Charles Perkins Centre were awarded \$50,000 towards making and testing their prototype transparent face mask.

"Being able to communicate effectively with colleagues and patients in a loud critical care environment is essential," Dr Downey said. "Transparent masks will make a big difference, especially to patients with cognitive or hearing difficulties."



Did you know?

We worked with Jurlique this year on a video for International Year of the Nurse and Midwife. The Australian company also donated handcreams for our hardworking nurses and midwives.



Rivendell Flower and Garden Show

The Rivendell Flower and Garden Show 2019 saw the magnificent Thomas Walker Estate come alive with beautiful floral displays, a floral fashions catwalk, live music, market stalls, vintage cars and lots of fun for all ages.

Thousands of visitors enjoyed the physical and mental health benefits of gardening and getting outdoors in one of Sydney's most idyllic settings.

The two-day event raised money for Concord Hospital's Geriatric Unit and the Ageing and Alzheimer's Institute.

Concord Hospital's Director of Marketing Alice Kang said the annual Rivendell Flower and Garden Show is the only opportunity for the public to visit and enjoy the grand buildings and manicured grounds on the banks of the Parramatta River.

"We're so proud to have property like this we can share with our community, that they can come in and enjoy the grounds and be part of a flower show that brings delight and wellbeing to our community," Ms Kang said.



Image: Major locust plague decimating lives in Ethiopia

Did you know?

Around 3,000 Sydney Local Health District staff are doing their bit to contribute to the health of others less fortunate.

They're part of our Workplace Giving Program – which supports the life-saving maternity work of the Barbara May Foundation in Africa. The workplace giving program has donated \$10,000 a month this year to support the running costs of the hospital in the Afar region.

We also made additional donations this financial year totalling \$72,000 for the hospital and a further \$25,000 in October to help to secure food supplies for the community after a major locust plague decimated crops.

Consumer and volunteer support shines through

Consumers have an important voice in the decisions made by the staff in Sydney Local Health District. And, despite the challenges of the pandemic, our consumers have continued to support our staff and services.

Our COVID-19 response, touched every part of our organisation, our staff, our volunteers, our patients, our partner organisations and our community. We made significant changes to help stop the spread of COVID-19, to keep our community and our staff safe.

While our volunteers have not been on site during our COVID-19 response, some of our volunteers and consumers have continued to help us from their homes this year by packaging items and giving their feedback remotely.

We are very grateful for the support, understanding and kindness shown by our patients, their families and our community.

Different ways to stay connected

During our COVID-19 response, our engagement with consumers was able to continue through the use of digital communication tools such as teleconferencing and videoconferencing. We have continued to partner with consumers to help shape our visiting policy, signage and information provided to patients and families.

Our consumers also were able to provide feedback on the Concord Hospital redevelopment by having a virtual walk through of a prototype room.

Consumer and video blogger Tyler Blah, who spoke at last year's AGM about his video series and how it helped his cancer diagnosis, assisted again this year. He helped to tailor communication about COVID-19 to young people aged 18-35 by developing a video blog series about coronavirus with our Public Health Unit.



Our Health Promotion Team coordinated other videos which involved local children demonstrating social distancing measures for our community.

And another young patient helped us by sharing his experience as the 2000th Liver Transplant recipient at just 13 years of age.



Concord redevelopment connects with consumers

A prototype room of the new Clinical Services Building under construction at Concord Hospital welcomed its first visitors in 2020, with a special virtual tour.

Members of the Concord Hospital consumer network group were given a preview of the \$341 million stage one redevelopment with a live virtual tour of a prototype room conducted by video call.

The prototype room is a complete replica set up of the fittings, fixtures and room design selected for the new Clinical Services Building.

There are four areas in the prototype room, giving staff and consumers an opportunity to walk through and explore a one bedroom in-patient room (with bathroom), consult room, hand wash bay, psychogeriatric PPE bay and a day oncology chair bay.

Concord Hospital general manager, Dr Genevieve Wallace, said the prototype room was a great opportunity for staff and consumers to orientate themselves with the new room design.

"We've seen the building design plans and looked at artist's impressions, but this is a chance for people to actually experience a patient room or consult room and get an understanding of how the new hospital building will look," she said.

"Our consumer network has continued to meet monthly via video call to ensure their safety during the pandemic. It was fantastic to be able to showcase the progress of the redevelopment and involve our consumers, without them coming on to the campus."

Consumers were able to ask questions and get an understanding of the layout and provide feedback to the redevelopment team during the virtual tour.

"The interactive tour was a great experience and much better than photographs or a simple video. The redevelopment team answered our questions as they walked the camera backwards and forwards between rooms. We questioned the electronic access point, fittings, furniture, colours, safety, comfort and flooring. We were delighted with the spaces and the opportunity to provide feedback," said consumer representative, Dr Diane McPhail.

Partnering with our community:

Partnering with our community is central to our vision, "excellence in health and healthcare for all". We engage our community through formal and informal mechanisms including community events and open days, health promotion activities, information sessions, education sessions, formal and informal consultations, clinical co-design and re-design, presence of consumers on committees, working groups and key safety and quality groups and through volunteering, fundraising,

donations, communication and media initiatives and programs.

We have a proud history of partnering with consumers and community, with a formalised structure and dedicated funding and staffing. There is a dedicated community participation framework and guiding documents which articulate our commitment to partnering with consumers. More than 100 meetings are held each year with consumers across the District.

We are very proud of our strong partnerships and collaborations with community and non-government

organisations including, for example, the Aboriginal Medical Service, Redfern, Lebanese Muslim Association and Central and Eastern Sydney PHN.

We actively seek input from our community (patients, families, visitors and healthcare consumers and other partners), into projects and initiatives, capital works projects, to review our publications, and provide important input into service plans. Last year we launched new strategic plans for RPA, Concord, Canterbury, Balmain and Sydney Dental Hospital and Community Health.

Teen transplant recipient shares his life-changing story

My name is Jake. I'm 13 years old and I was given a gift of life, thanks to organ donation.



When I was three-years-old, I was diagnosed with a condition called Alpha-1 antitrypsin deficiency. This is a genetic disorder that mainly affects the lungs, but a small percentage of people with this condition can also get liver disease. Unfortunately, I was part of that small per cent and was told that I would probably need a liver transplant in about eight to 10 years.

I was well for about eight years. Then in 2018, my doctor said that my regular tests weren't looking so good and it was time to go for a transplant assessment. I had to go to The Children's Hospital at Westmead because they don't do paediatric liver transplants in Perth and spent the week having all sorts of tests and meetings with the doctors, nurses and surgeons over there.

I didn't really understand much about organ donation when I was younger and I was a bit shocked to learn that donor livers usually come from deceased people (because you don't have one to spare like you do with

your kidneys) but I knew that it was what I needed to help me get better.

I was one of the very lucky ones with my transplant. I was only on the list for three months before I got the first call (which unfortunately didn't eventuate) and then just two weeks later I got a call for the perfect liver.

After my transplant, I felt a million times better! I have so much more energy now. I don't have bloody noses all the time, my tummy doesn't hurt like it used to, I can eat all sorts of food, my eyes aren't yellow anymore and I don't have bruises all over me. I also get to play sport with my friends and don't miss out on things like I used to.

Something really cool happened during my transplant too. I become the 2000th person in Australia to receive a liver transplant.

I am so grateful to my organ donor and their family for giving me a new liver and helping me get better. It has changed my life!

I would encourage everyone to talk about organ donation so we can help even more people like me. You don't need your organs when you die, but other people do, including kids.

By becoming an organ donor you get to save other people's lives and that's a very, very special thing to be able to do. So it's very important to talk to your family about your wishes and to sign up to be an organ donor online so more people can live longer and healthier lives.

To register to become an organ and tissue donor, please visit DonateLife.

Jake received his life-saving liver transplant from the team at the pioneering Australian National Liver Transplantation Unit.

Based at Royal Prince Alfred Hospital, the Unit is a combined facility of Sydney Local Health District, the University of Sydney and The Children's Hospital at Westmead.

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 organisations who have partnered with us to help us improve our services. To find out more about how you can be involved in Sydney Local Health District go to slhd.nsw.gov.au/supportUs.html

More than \$7.2 million in fundraising and donations was received during 2019-20.

Interactive play panel for the Gumnut children's ward

Philip Madirazza knows firsthand the difference a good hospital can make in a child's life. His daughter's life was saved by clinicians at Canterbury Hospital, leaving him with a deep-seated affection for staff and their skills.

"Staff were very supportive and kind while she was sick. I have a genuine connection to the hospital."

Philip, a Canterbury Bankstown councillor, was so grateful that he decided to give back by liaising with the founders of Montessori Academy early childhood learning centres, Colette and Charles Assaf, to provide a \$9000 interactive play panel for the Gumnut children's ward.

The panel allows sick children, and their siblings, to do puzzles, play games or draw with no written or spoken instructions, making it ideal for children from all languages and cultures.

"We are so grateful to Montessori and Philip for this wonderful addition," said Gumnut's Nursing Unit Manager, Tanya Tosich.

"It has been such a benefit already, especially for children who are feeling anxious before surgery. And it can be wiped down after each use, making it hygienic and safe."

For Colette, the gift allows Montessori to help our staff continue to provide the best care possible.

"Hospitals are safe and secure places and we want to be able to support you in helping more children," she said.

General Manager Kiel Harvey said the hospital was looking forward to continuing to work with Montessori to support the growing numbers of children attending for care.

Today, Campsie siblings Una and Orisi Bera had the chance to play with the unit and gave it their stamp of approval.

Thank you, Montessori Academy, for thinking of us. We are so grateful.

Donations boost research

Every year, our District's dedicated clinicians and researchers strive to improve the lives of our patients and their families.

And, every year our community steps up to help them.

We'd like to express our appreciation for the donations the District has received which further drive our research agenda.

The financial contributions help us to make advances in care, improve treatments and enhance patients' quality of life.

And, it also boosts the determination of our staff to fulfil their research ambitions.

At Concord Hospital, our Haematology team, led by Clinical Associate Professor Ilona Cunningham and Research Unit Director Clinical Associate Professor Judith Trotman, has been the beneficiary of multiple contributions from the same family over several years.

The donations have helped increase the research capability in haematology and messages of support – like this one from Janet and Peter Shuttleworth – have inspired the team to do more.

"Haematology at Concord is doing wonderful work. Further research will enhance the already excellent treatment and care."

Thank you Janet and Peter. And, thank you to all the members of our community who have generously supported our District.

Green Light Institute gets Hearts and Minds Investment

Emergency Departments (ED) are the frontline of healthcare, with one in seven Australians seeking help from a hospital ED every year. Our medical staff depend on research findings to help inform their responses to urgent patient needs.

Almost a million dollars in funding from Hearts and Minds Investments Limited has helped us to connect research with those frontline staff. It is supporting Royal Prince Alfred Hospital's Green Light Institute to enable seamless implementation of new acute care research findings into clinical practice at the bedside.



Purpose-built maternity bathing room

A bub's first bath is a very special occasion, indeed. And now our Canterbury Hospital newborns can bathe in style and comfort, thanks to some generous support from our neighbours.

Canterbury Leagues Club kindly donated \$60,000 for a purpose-built maternity bathing room with two sinks and adjoining benches for drying and dressing the newest member of the family.

The room also includes storage for towels and bathing supplies, and heating to keep our most precious little people warm and cosy. And it has a viewing window so other family members can watch bub's first bath.

"A baby's first bath is a memory that parents cherish forever," says Maternity Unit Manager Claire Devonport.

"Now, our families have a beautiful, welcoming place to bathe their babies, and for us also to teach new parents how to do it. Mothers arriving on the unit are excited to see the new room, and ask when they can bathe their babies in there."

The donation has also enabled us to build a kitchenette for women and families.

Thanks, Canterbury Leagues Club. We are very grateful for your support – and your kindness to our smallest patients.



Special chairs bring patients comfort

Leanne Le Coic calls them angels. "The nurses who looked after Chris when he was in RPA's palliative care ward showed what angels on earth looked like. They went above and beyond in every way," she said.

Chris and Leanne met in 2002, when Chris was heading his own HR recruitment firm in Sydney and Leanne was investigating her next career move.

"We found each other later in life. We had a very strong connection," she said of her husband. "I fell in love with his heart, his integrity... and his blue eyes. He was the kindest person I'd ever met."

Two years later, Chris was diagnosed with cancer and underwent radiation therapy. It was a disease he would tackle for more than 10 years. The cancer returned in late 2013 and he had multiple rounds of chemotherapy.

And, on their immediate return from a four-week round-the-world trip in December 2014, Chris was taken to RPA. He was later treated under palliative care

During his time in hospital, Leanne donated an Airvo humidifier machine to the palliative care ward. It made it a little easier for patients - including Chris - to breathe. "His body was exhausted. But, his mind was still fighting," she said. He died on 28th January 2015.

"When Chris died, I desperately wanted to do something else for the ward. Because the nurses were extraordinary. Absolutely extraordinary," Leanne said.

"I was incredibly grateful for all the acts of kindness and compassion. I couldn't thank them enough. That stays with you forever. It never goes away."

In 2018, Leanne, and her husband's former business partner, Paul Breslin, donated \$15 000 to the palliative care ward.

And, after consultation with the ward's nursing team, the money has been used to buy three special patient chairs.

The Australian designed and manufactured recliner chairs have adjustable seats, arm and leg rests and are operated with dual hand controls - one for the patient and the nurse.

It will allow patients, who have been restricted to bed, to be easily wheeled outside in comfort - which makes Leanne happy.

"When a patient is in a hospital bed for weeks on end, it makes such a difference to them when they're able to be taken outside.

"The impact of a patient feeling a breeze or the warmth of the sun on their face can't be over-estimated. It brings them some normality," she said.

Sydney Local Health District Chief Executive Teresa Anderson AM joined clinicians, nurses and support staff to thank Leanne for the generous donation at a special morning tea.

"It is such a thoughtful gift. These beautiful chairs are comfortable. I've sat in them.

"Having these chairs, and this facility, means our patients and their families have a much more comfortable environment. It's an environment that allows them to have a positive and dignified experience which makes such a difference.

"We are enormously grateful," Dr Anderson said.

Sustainability

Sydney Local Health District recognises the significance of delivering sustainable healthcare, with the Chief Executive and Chair of the Board this year announcing the District's aspiration to be carbon neutral by 2030.



"Our prime focus is on the health and wellbeing of our community. But, we're also conscious of the health of our environment where our patients and their families live and where we all come to work each day," Dr Anderson said.

The District is working to incorporate additional sustainability measures across the organisation, facilities and services in an effort to further reduce its carbon footprint.

The District is making advances towards achieving its long-term goal, with energy and water efficient technologies already delivering environmental benefits as well as cost savings and plans are underway to be more sustainable in other areas like procurement, food and waste.

The District is progressively retrofitting buildings with energy efficient lighting with projects completed at Balmain, Canterbury, RPA, Sydney Dental and Community Health Centres.

The District is also turning to solar power with a 600kw Solar PV system at Canterbury Hospital the latest to be installed.

It's understood to be the third largest system to be installed in a NSW Local Health District and is projected to save \$150,000 a year on electricity costs.

The District is also keen to future-proof new buildings with the redevelopment of Concord Hospital incorporating ecologically sustainable design measures.

A planned high-tech Building Management System in the Clinical Services Building will automatically control and monitor heating, ventilation, air conditioning and lighting, resulting in energy efficiencies.

Other measures include the use of water efficient toilet cisterns and water saving sink outlets in the building's 245 bathrooms which is estimated to save 185,000 litres of water a year.

The District's also driving change elsewhere too, with hybrid model vehicles making up 10 per cent of its fleet.

IN 2019-20



The District reduced electricity use by seven per cent to 103,000,000 kwh



Reduced gas usage by four per cent



Did you know?

The District's sustainability program is already making an impact. New Solar PV systems and LED lighting upgrades, as well as upgrades to the steam plant at RPA, have made a difference to electricity and gas use.

Capital Assets, Property and Engineering

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

Program of works completed in 2019-20 include:

- Delivered the capital works program for **rpavirtual**
- Delivered the Fussell House capital works program at Concord Hospital
- Delivered Phase one of the Renal expansion project at the Professor Marie Bashir Centre RPA
- Implemented LED lighting upgrades at Community Health Centres and Balmain Hospital
- Launched the Midwifery Group Practice at Concord Hospital
- In partnership with Chris O'Brien Lifehouse, Biomedical Engineering Services received a quality improvement award from the Australian Council on Healthcare Standards for the collaboration and development of an innovative Total Body Irradiation (TBI) bed for the Best Patient Care.
- Constructed 2 x Class N Type 2 Isolation Rooms at 11W RPA
- Purpose built MRI suite at Chris O'Brien Lifehouse
- Expansion of the Respiratory Laboratories at RPA
- Delivery of the Foreshore Retention Project at Rivendell Estates
- Completed the Therapeutic Environments Minor Capital Works Program at the Concord Centre for Mental Health
- Delivered the Arthritis Clinic at Canterbury Hospital
- Constructed COVID-19 ready wards at RPA, Canterbury and Concord Hospitals
- Completed Stage one of Canterbury Hospital Emergency Department Expansion project
- Delivered a new gravity feed domestic hot water system and installed a new "Rotex" pressurised system at Balmain Hospital
- Pioneered and established the nation's first COVID-19 ICU Command Centre in partnership with the ICU Clinical Information System Team RPA
- Designed and manufactured an all-terrain MET trolley for Concord Hospital in the event of a Code Blue on the campus

IN 2019-20

198

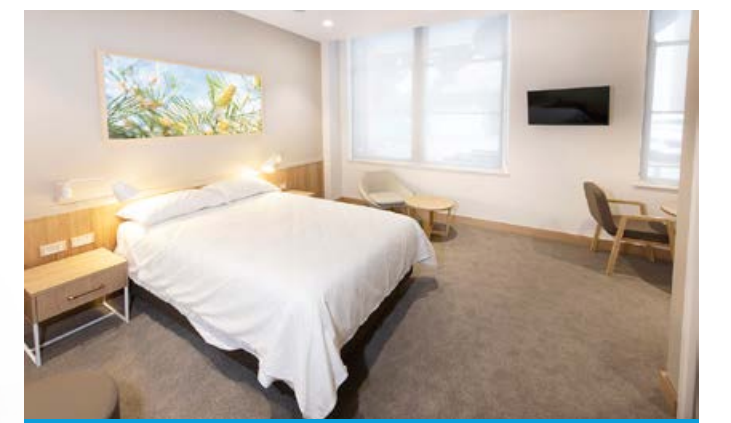
Quotes prepared

44,795

Operations and maintenance requests received

11,319

Biomedical Engineering works requests received



Concord Redevelopment

Key project milestones:

- Topping out of the Clinical Services Building with completion of 45 suspended deck concrete pours. A Topping Out Ceremony was held on 8 October 2020.
- The Link bridges connecting the existing building with the new building have been poured.
- Internal fit out works have begun and some 450-plus workers were on site during past few months. Painting and vinyl works have commenced and key services have been roughed in.
- Executives and Head of Departments have commenced site walks and a prototype room is open for staff tours. Consumers participated in the District's first virtual redevelopment tour in August.



Name the crane!

Saso and Giganto are two names that staff, patients and visitors at Concord Hospital will become familiar with over the final two years of Stage one of the Concord Hospital Redevelopment.

The names, chosen by two local children, were officially announced as the winning entries in the 'Name the Crane Competition' during a ceremony on the Hospital campus in December. The children were given the opportunity to assist in the controls of the tower cranes during the presentation.

Over 150 students from five local schools and adjoining Yaralla Childcare Centre submitted entries into the Roberts Pizzarotti competition. Chief Executive of Sydney Local Health District, Dr Teresa Anderson AM, and Alison Mirams the Chief Executive Officer of Main Works Building contractor Roberts Pizzarotti were impressed with the calibre of entries and sat down together to decide the winners before the ceremony.

Concord Public school student Iris Doh, aged 12, was thrilled to see her name lifted into the air by the crane after putting great thought into her entry. "I chose Saso because it stands for stay strong, and I named it Stay Strong to motivate cancer patients," she said.

General Manager of Concord Hospital Dr Genevieve Wallace was thrilled with the name choices. "This is a lovely example of how our community is important to us at Concord Hospital," Dr Wallace said.

Three-year-old Ava Andreassi represented her elder brother Luca at the event, and said the entry of her brother was "exciting". Luca, 5, from Yaralla Child Care Centre named the crane Giganto because "it was big and gigantic".



Fussell House, the residential accommodation for veterans receiving treatment at the National Centre for Veterans' Healthcare is now complete. Funded by a \$6.7 million contribution from the Commonwealth Government, Fussell House features 19 rooms with common living, kitchen, dining, laundry and outdoor spaces. Fussell House welcomed its first residents from regional areas in October 2020.



Concord Hospital celebrates topping out milestone

The Concord Hospital Redevelopment has reached an important milestone, with construction of the eight-storey Clinical Services Building reaching its highest point.

Health Minister Brad Hazzard and Member for Drummoyne John Sidoti visited the site along with Sydney Local Health District and Health Infrastructure project executives for a traditional topping out ceremony with a tree placed on the top level of the new Clinical Services Building.

The \$341 million redevelopment project has been progressing rapidly since main works construction began in 2019, with the new building set to transform healthcare in the inner west.

Mr Hazzard said the Clinical Services Building will have more than 200 inpatient beds, an increase of more than 100 from previously.

"The NSW Government's \$341 million commitment to Concord Hospital has created more than 700 construction jobs to build this modern, state-of-the-art facility," Mr Hazzard said.

"Not only does it house the nation's first dedicated veterans' health service, a comprehensive cancer centre and an aged care centre, over two-thirds of the new inpatient beds in the new Clinical Services Building are in single rooms with daybeds for carers."

Views from the top of the new building looking across the campus signify the hospital's transformation and the coming together of the old and the new.

"This is a real partnership – a partnership with our local community, our patients and their families, our staff, Health Infrastructure and Roberts Pizzarotti. It is incredible the amount of work that has occurred here," said the District's Chief Executive, Dr Teresa Anderson.

"This redevelopment gives us world-class facilities to go with our world-class clinical care and we are really appreciative of everyone who has been involved. It has been a mega project."

"What you will see in a year's time is a really remarkable building on one of the most beautiful sites in the state."

Construction of a new \$32.4 million multistorey car park will begin following completion of the Clinical Services Building, expected in late 2021.



RPA's transformation to be delivered earlier than planned

A \$750 million redevelopment to transform Royal Prince Alfred (RPA) hospital has been fast-tracked and will now be delivered a year earlier than planned.

"The commitment will see the biggest transformation of RPA in its 138 year history," Dr Teresa Anderson AM, the District's Chief Executive, said.

"This redevelopment of RPA will bring together some of the greatest ideas of our staff and will incorporate new models of care including an expansion of **rpavirtual**, the first virtual hospital in Australia," Dr Anderson said.

The NSW Premier Gladys Berejiklian, Treasurer Dominic Perrottet and Health Minister Brad Hazzard visited RPA, one of Australia's premier tertiary hospitals, to make the announcement.

"My government has made the decision to bring forward by one year the \$750 million redevelopment of Royal Prince Alfred hospital," Premier Berejiklian said.

"This vast investment in a key piece of the health infrastructure in New South Wales is designed to serve the rapidly growing population of Sydney Local Health District," she said.

The redevelopment will include a new hospital building and the refurbishment of existing hospital spaces.

There'll be an expansion of the Emergency Department, Intensive Care Unit, Medical Imaging Services, Operating theatres and Maternity, birthing and neonatal services. There'll also be integrated ambulatory care services and additional adult inpatient beds.

Health Minister Brad Hazzard said, "While the staff and community have been working hard to provide the highest quality of contemporary health care to meet growing demand, the redevelopment will include a substantial expansion of existing

spaces and up to 200 additional hospital beds."

RPA is recognised as a worldwide leader in healthcare excellence and innovation. It provides an extensive range of diagnostic and treatment services to more people in NSW than any other public hospital. More than 1000 patients are treated at RPA every day.

The NSW Government has allocated \$750 million to the redevelopment over the next six years. With the project now being accelerated, \$16.3 million has been allocated this financial year and a further \$52 million next financial year.

The redevelopment of RPA will also complement the NSW Government's creation of Tech Central, one of the largest innovation communities in the southern hemisphere.

The redevelopment will facilitate the integration of high-quality clinical practice with teaching, research and innovation, for which RPA is so well-known.



New chapter for Canterbury Hospital

Canterbury Hospital has had a lot to celebrate this year – festivities were held to mark the 90th anniversary of the Hospital in October 2019 and now we're preparing to open the new doors to the Emergency Department (ED).

The \$6.5 million dollar Canterbury Hospital Emergency Department upgrade includes:

- A new entrance to Emergency
- A new purpose built paediatric area with 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 to allow room for the ED redesign

The changes are welcome news for our staff and community. More than 45,000 people are cared for in Canterbury Hospital's Emergency Department each year, with 11,500 of the presentations being children and their families.





Financial snapshot

In 2019-20 Sydney Local Health District spent \$1.99 billion providing healthcare to the people of NSW and came in on budget.

A total of \$1.24 billion was staff-related expenses and a further \$56 million went towards Visiting Medical Officers (VMOs). Other operating expenses was \$588 million, including medical and surgical consumables, drugs, repairs and maintenance on our facilities, and services provided to our residents by other NSW health services.

Our own-source revenue included \$89 million from patient fees and \$220 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 2020-21 financial year.

Supply Services

Our Supply staff oversee goods and services procurement for Sydney Local Health District, valued at over \$540 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 statewide contracts. There are currently over 700 active contracts in the PROcure contract register.

Actual expenses	\$	%
Employee Related	\$1,239,251,000	62.3%
Other operating	\$587,511,000	29.6%
VMOs	\$55,866,000	2.8%
Depreciation	\$64,997,000	3.3%
Grants and Subsidies	\$24,430,000	1.2%
Third Schedule Hospitals	\$13,559,000	0.7%
Other services	\$356,000	0.1%
Total expense	\$1,985,970,000	100.0%

Actual revenue	\$	%
Patient fees	\$89,276,000	28.9%
Other revenue	\$219,592,000	71.1%
Total revenue	\$308,868,000	100.0%

Source: SLHD Annual Financial Statements for the year ended 30 June 2020

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	1,655	131	7.92%	26,805	12.80	73.44	96.1%	6,667	29,981	81.14	65,848			
Benevolent Society of New South Wales – Scarba Services											6,143			
Canterbury Hospital	18,664	5,651	30.28%	54,417	2.69	149.09	75.1%	44,236	79,429	217.61	94,684	43,612	7,581	1,488
Chris O'Brien Lifehouse - public contracted services	2,389	711	29.77%		4.47						142,819			
Community Health Services											200,816			
Concord Hospital	56,826	36,004	63.36%	224,403	2.59	614.80	95.9%	130,218	255,389	699.70	380,908	43,142	10,009	
Mental Health Services											216,022.80			
Royal Prince Alfred Hospital	78,325	38,143	48.70%	280,294	3.14	767.93	96.3%	223,695	314,717		552,449	82,590	22,165	4,524
RPA Institute of Rheumatology and Orthopaedics	1,524	299	19.62%	4,640	2.95	12.71	75.0%	4,502	6,530	17.89	43,083			
Sydney Dental Hospital														
Thomas Walker Hospital	278	124	44.60%	1,909			36.1%		5,688	15.58				
Tresillian Family Care (Canterbury/Willoughby/Wollstonecraft)	5,970	113	1.89%	21,721	3.60	59.51	93.9%	21,476	25,385	69.55	24,265			
District total	165,631	81,176	49.01%	614,189	4.61	1677.48	93.06%	430,794	717,119	1,964.71	1,727,039	169,344	39,755	6,012

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
Deputy Chair 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 & 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 & Pest Authority and Comcover Advisory Council.



Dr Thomas Karplus
FRACP

Dr Thomas Karplus is a Senior Staff Specialist in Vascular Medicine in Sydney Local Health District 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).



Adjunct Associate Professor Christine Giles
MA AICD

Associate Professor Christine Giles is an experienced non-executive director in government and not-for-profit sectors, and executive leader in health specializing in policy, strategy and thought leadership. Christine has extensive organisational and health policy experience at the Commonwealth and State level and across the public and private sectors. Christine is recognised for her expertise in public policy in health and the provision of strategic policy and organisational advice. Christine's interests in health include good governance, health systems policy, and the provision of value-based health care.



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.



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.



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.



Kerry-Anne Hartman
Kerry-Anne Hartman is a lawyer with extensive experience in administrative law, migration law and refugee law. Kerry-Anne has served as a member of numerous Commonwealth bodies including the Administrative Appeals Tribunal, the Refugee Review Tribunal, the Migration Review Tribunal and the Immigration Review Tribunal. She has more than 20 years experience conducting independent merit-based reviews of administrative decisions. Kerry-Anne is currently on a panel of Conduct Reviewers for a local council in NSW, and has also worked in private practice.



Susan Anderson
Resigned 24 September 2020.
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.

Our Executives

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

A warm welcome to our new Clinical Directors

The District has made some changes to the Clinical Stream Structure, following a review during 2020.

Congratulations to Professor Steve Chadban who has been appointed as the inaugural Clinical Director Renal Medicine and Urology.

Clinical Associate Professor Ilona Cunningham has commenced as Clinical Director Cancer Services and Palliative Care and Associate Professor Roger Garsia has taken on the role as Clinical Director Neurosciences, Bone and Joint, Plastics, ENT, Ophthalmology and Trauma Surgery. We welcome Professor Jonathan Carter as Clinical Director Women's Health, Neonatology and Paediatrics.

The District acknowledges the leadership and significant contribution of Associate Professor Phillip Beale and Clinical Associate Professor Paul Stalley for their time as clinical directors. Our appreciation also to Dr Anthony Marren and Dr John Cass-Verco who acted as co-Clinical Directors after the devastating loss of Dr Robert Ogle.

Vale



Dr Robert Ogle
1959–2020 (aged 61 years)

Dr Robert Ogle will be remembered as one of Sydney Local Health District's most esteemed and beloved medical staff.

A specialist in maternal-foetal medicine and clinical genetics, Rob trained at the University of Sydney, and then the RPA Clinical School, graduating in 1982. He started as an intern at RPA that year. Rob spent his residency at RPA, and formed a deep attachment to the Hospital and its community.

Rob spent time in London in the 1990s before coming back to Australia as a consultant in Obstetrics and Genetics at Liverpool Hospital, before returning to RPA in 2001.

In 2009, Rob was appointed the Director Women and Babies at RPA Hospital, before being appointed in 2012 as the Sydney Local Health District Clinical Director for Women's Health, Neonatology and Paediatrics providing strong and supportive leadership to the stream and to the District.

During a special tribute at RPA Grand Rounds in May this year, colleagues and friends paused to remember Rob's life, his lifelong attachment and commitment to RPA and his vision to provide high quality and equitable care to those in need.

For those who knew him and worked with him, Rob was an excellent physician with an inquiring mind, an eye for detail and a deep compassion for others.

His career was forged by his aspirations to achieve better outcomes for women and children and was dedicated to clinical research, particularly pre-eclampsia in women.

His career spanned teaching, clinical work, inquiry and research. He was a great clinician leader who exemplified world class clinical governance.

In his last days, hundreds of heart felt messages for Rob came from students, nurses, midwives, managers and the many junior medical staff he taught and mentored and from his senior colleagues and friends.

We will miss him greatly.

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 60 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 medical and surgical cancer expertise in NSW and is nationally and internationally renowned for the treatment of melanoma, haematological cancers, head and neck cancer, lung cancer, cancer genetics, colorectal cancer, sarcoma, gynaecological cancer, complex cancer surgery and for genomics and clinical and translational cancer research. The stream's primary and haematology objective is to provide comprehensive patient centred, equitable access to timely and innovative cancer treatment and care for all patients. Palliative care and survivorship are outstanding services, well integrated into all cancer care and recognised nationally and internationally for providing excellent quality of life.

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; court diversion program; Harm Reduction including Needle Syringe Program and primary health care for injecting drug users; assertive outreach; counselling; tobacco cessation clinics; substance use in pregnancy and parenting services; and hospital consultation and liaison.

Gastroenterology and Liver

Professor Geoff McCaughan
Clinical Director

Dr 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 Len Kritharides
Clinical Director

Jerry O'Sullivan
Clinical Manager

This stream includes cardiology, cardiothoracic surgery, vascular medicine, 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.

Community Health Services

Paula Caffrey
Acting General Manager

Rachel Walker
Acting Director, Child and Family Health

Mandeep Paddam
Director, VAN and Specialist Services

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 include: Child and Family Health (nursing, allied health and medical services; Healthy Homes and Neighbourhoods integrated care Program; Child Protection Counselling Service; Disability Specialist Unit); Sydney Specialised Intellectual Disability Health Team; community youth health (Youthblock); sexual health services; Community Allied Health HIV services; community sexual assault and domestic violence counselling services; Out Of Home Care Health Pathways program; and Pregnancy

Family Conferencing. Within Community Health, the domestic violence and child protection strategy units are also responsible for supporting and building capacity across the District's services in relation to responding to and delivering services for people who have experienced violence, abuse and neglect.

NSW Health Pathology

Professor James Kench
Local Pathology Director (RPA)

Dr Margaret Janu
Local Pathology Director (Concord)

Associate Professor Susan 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.

Clinical Streams

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-licenced medical cyclotron that provides PET radiopharmaceuticals for Sydney Local Health District 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
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 were delivered in rural and regional areas.

Oral Health

Professor (Dr) Sameer Bhole
Clinical Director

Dr Jason Cheng
General Manager

Sydney Dental Hospital (SDH) 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 at SDH and Community Oral Health Clinics 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. Oral Health Stream strives for the eligible patients maintaining good oral health and have access to current and advanced treatment procedures and techniques. The service aims to continuing to protect, promote, maintain and improve the oral health of the community, whilst improving access to oral health care and has implemented programs for vulnerable and marginalised communities experiencing the poorest oral health. Oral health also continues to support and strengthen the relationship with a number of educational institutions to create future dental workforce and invests in oral health research to foster evidence based practice in the stream.

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 AM
Clinical Director

Dr Judith Dixon
Clinical Manager

The Critical Care Stream provides services at Balmain, Canterbury, Concord and RPA Hospitals. Services provided include: anaesthetics; pain; burns; emergency; intensive care; organ and tissue donation; respiratory medicine and sexual assault medical services.

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

Professor Jonathan Carter
Clinical Director

John Cass-Verco
Deputy Clinical Director

Louise Treloar
Acting Operations Manager

The Women's Health, Neonatology and Paediatrics Clinical Stream is proud of its integrated clinical care, education and research. A growing population and a rising birth rate have resulted in an increase in complexity of patients in obstetrics and maternal fetal medicine. Similarly, the growing young population has resulted in an increase in paediatric presentations to our emergency department. We are committed to placing women, families and our communities at the very centre of the care that we provide. The Stream is dedicated to the highest standards of patient and family-centred care and collaboratively supporting the birth and optimal development of babies, children and young people, while providing care and support for their parents. Underpinning this endeavour is strong evidence-based research demonstrating that health and wellbeing in the preconception, prenatal, infant and early childhood period provides the foundation for positive health status throughout life.

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
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

RPA Virtual Hospital
Level 9, King George V Building, Missenden Road
Camperdown NSW 2050
T 1800 325 065
slhd.nsw.gov.au/rpavirtual

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

Affiliated Health Services

Tresillian Family Care Centres
Head Office
McKenzie Street
Belmore NSW 2192
T 02 9123 8800
Fax 02 9123 8887
tresillian.org.au

1b Barber Avenue
Kingswood NSW 2747
T 02 9123 8990
Fax 02 9123 8991

25 Shirley Road
Wollstonecraft NSW 2065
T 02 9432 4000

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

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

Community Child and Family Health Centres

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

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
5B 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
2 Chalmers Street
Surry Hills NSW 2010
T 02 9293 3333

Sydney, it's *your* local health district



Health
Sydney
Local Health District

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