



Health
Sydney
Local Health District

YEAR IN REVIEW 2020-21



EXCELLENCE IN HEALTH AND HEALTHCARE FOR ALL

Sydney Local Health District Head Office

Street address:

Level 11, KGV Building
Missenden Road
Camperdown NSW 2050

Postal address:

Post Office Box M30
Missenden Road NSW 2050

Phone: (02) 9515 9600

Fax: (02) 9515 9610

Sydney Local Health District contact email:

SLHD-ESU@health.nsw.gov.au

Sydney Local Health District board contact email:

SLHD-Board@health.nsw.gov.au

slhd.nsw.gov.au

Sydney, it's *your* Local Health District

Our Year in Review is a celebration of some of the highlights over 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.

This year has been another extraordinary year due to the COVID-19 pandemic. We have featured stories, articles and recollections of our staff about our response in this Year in Review.

The Year in Review 2020-21 can be read together with the NSW Health Statutory Annual Report 2020-2021 which completes our annual reporting for the year. Our Year in Review can be found on our SydneyConnect website – slhd.nsw.gov.au/sydneyconnect

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

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

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Front cover:
NSW Health Vaccination Centre,
Sydney Olympic Park

Back cover:
Lakemba

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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 596,992 page views between July 2020 to June 2021.

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



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



The past 18 months has required an indescribable resolve.

What staff working in our health service have faced, found solutions for and managed to overcome during 2020 and 2021 is extraordinary.

Every day during this pandemic, staff and members of our community have stepped forward to say “I can help.”

Twelve months into the COVID-19 response in NSW, the opening of the RPA Vaccination Centre in February brought hope and joy for our staff. It was a major milestone in the pandemic and provided further reassurance to those working in our border and quarantine programs, critical care areas and those in our flying squads and testing clinics.

Within months our District had an instrumental role in further amplifying the state's vaccination program. A clinic was set up at Sydney Airport and the state's first mass vaccination centre opened at Sydney Olympic Park.

The NSW Health Vaccination Centre - Sydney Olympic Park was built with the capacity to vaccinate more than 10,000 people every day. Establishing it required the collaboration of hundreds of staff from engineering, ICT and communication, to workforce, administration and training, as well as clinicians and staff required for operation including doctors, nurses, pharmacy and other clinical staff, cleaners and security, students, and

partners from government and industry. The model and design has been utilised in other vaccination centres across the state. By July 2021, almost 400,000 people had been vaccinated at the three Sydney Local Health District sites.

Staff working in our hospitals, Special Health Accommodation and **rpa**virtual have continued to care for our community, those who needed additional support, for people with COVID-19 and for returning travellers who needed additional care or who became unwell. We continued to support screening at Sydney Airport.

Since its launch as the state's first virtual hospital in February 2020, **rpa**virtual has had a critical role in the state's COVID-19 response. This financial year alone, the innovative service delivered virtual care to almost 18,700 patients including 1,780 COVID-19 positive patients and more than 11,000 in Special Health Accommodation. It's estimated that these services have helped to avoid more than 700 hospital admissions. RPA Virtual Hospital won the

Premier's Award for Excellence in Digital Innovation.

Our ICT Services designed, built and implemented a daily saliva testing program for around 3,500 quarantine and frontline staff at more than 24 sites. More than 67,000 virtual meetings or telehealth sessions were held. We tested more than a million people for COVID-19 at locations across Sydney, at times testing more than 4,750 people in a single day. Our Public Health Unit has managed over 4,000 contacts and has surged as needed for contact tracing, surveillance and to inform decision making. We continued to support vulnerable people in our community with COVID-19 testing, vaccinations, meals, welfare and other outreach services.

The COVID-19 pandemic has required us to pivot our existing engagement strategies and work in new ways to not only maintain our connection with our community and our networks, but also to work with our community groups and leaders and their networks to keep people safe from COVID-19.

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. Our team has been strengthened by new and existing partnerships - including other government agencies (especially the NSW Police and Department of Communities and Justice), non-government organisations, community leaders and private businesses.

We would like to thank our community for their support during this time. We are stronger together.

This past year, we provided care to more than 1.7 million people through our outpatient services, almost 165,000 emergency department presentations and over 165,000

hospital admissions and discharges. Almost 42,000 operations were performed in our hospitals and more than 6000 babies were born at RPA and Canterbury Hospitals. Our Community Health Services delivered care to nearly 39,500 clients at our service locations and more than 11,000 services were delivered in people's homes. We also provided care to almost 40,000 children, tested the vision of 1,100 children and offered 3,300 talking and listening checks. The Sydney Health Care Interpreter Service received 69,752 requests and spent almost 43,000 hours interpreting for patients and their loved ones.

We continued to focus on excellence in healthcare for all, launching Australia's first total body PET-CT scanner at RPA offering new opportunities to treat patients with cancer, neurological conditions and heart disease. The \$341 million redevelopment of Concord Hospital reached a significant milestone, with the new clinical services building reaching its highest point. We opened Fussell House, a new residential accommodation facility to support the National Centre for Veterans' Healthcare at Concord Hospital. We spent \$6.5 million on the Canterbury Hospital Emergency Department upgrade and works began on a new statewide Parent and Baby unit for women with mental illness. During NAIDOC Week, we officially opened the revamped Sister Alison Bush Lounge at RPA, named in honour of one of the state's longest serving and most influential midwives. We also celebrated the announcement by the NSW Government that the \$750 million redevelopment of Royal Prince Alfred Hospital would be fast tracked.

We are so proud of the resolve of our staff in Sydney Local Health District, and I am so very grateful to be working alongside them as we continue the fight against COVID-19. Our legacy of excellence in healthcare is central to our response during this pandemic as we work to keep our community safe.

Milestones for our future



Concord Hospital Redevelopment

Construction of the eight-storey, 214 bed clinical services building reached its highest point of construction and Fussell House was officially opened.



Canterbury Hospital upgrade

Completed the \$6.5 million upgrade of the Emergency Department at Canterbury Hospital featuring a dedicated waiting area with a play space, seven new treatment spaces, a resuscitation area, specialist isolation area and separate amenities for young patients and their families.



Mental Health Services - Parent and Baby Unit

Announced and commenced building works for the state's first public inpatient unit for new mothers with severe mental illness.



Royal Prince Alfred - Australian first

Launched Australia's first total body PET-CT scanner at RPA Hospital to revolutionise patient care, providing clearer images, at a lower radiation dose and in about a quarter of the time.

About Sydney Local Health District

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

Our vision is excellence in health and healthcare for all.

Sydney Local Health District is celebrating 10 years since its formation with a clear focus on healthcare that transforms to meet the changing needs of the community.

The District's 16,000 staff [doctors, nurses, midwives, allied health workers, researchers, administration and support staff], led by Chief Executive Dr Teresa Anderson AM, are dedicated to caring for our patients, their families and the community.

"All of our achievements are a testament to the hard work, commitment and resilience of our staff. Our staff make a difference to the lives of others 24-hours a day, every day of the year. I value what they do. They have such an important role in our community," Dr Anderson said.

The District is known for its world-class clinical services, cutting-edge research, leading staff education and training, strong clinical and corporate governance and financial accountability.

Over the past decade, there have been many breakthroughs, innovations and challenges - none more so than the evolving COVID-19 pandemic.

The last 18 months has required an indescribable resolve. Our COVID-19 response has touched every part of our organisation, our staff, our volunteers, our patients, our partner organisations and our community. We have made significant changes to care for those unwell with COVID-19, to help stop the spread of the virus, to vaccinate our community and to keep our community and our staff safe.

The District has been at the forefront of the state's response to COVID-19, with staff caring for critically ill patients in intensive care and hospital wards, working at testing clinics, surveillance sites, Special Health Accommodation (quarantine), and building systems, sites and

communication to support this important work. In 2021 our team delivered more than 1.4 million COVID-19 vaccines in our community - at times, more than 10,000 people were vaccinated in a single day.

Our priorities and plans align with the Strategic Directions of NSW Health. Culture remained a key focus and we celebrated the highest engagement index (68 per cent) and highest culture index (64 per cent) of any local health district in NSW.

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



COLLABORATION

OPENNESS

RESPECT

EMPOWERMENT

OUR DISTRICT

About Sydney Local Health District

With about 16,000 staff, our District is responsible for the health and wellbeing of more than 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.

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

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

The population is growing more rapidly than that of NSW, increasing by 67,381 (10 per cent) over the last five years. It is projected to grow by a further 26 per cent from 2021 to 2036.

126
square kilometres

16,000
staff delivering care
to our patients

700,000
people living within the
boundaries of our District

1 million
people who come into
our district every day to work,
study and visit



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 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.

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 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 and more than half of the District's population speak 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 56 per cent between 2021 and 2036. 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 8,100 babies are born to mothers residing in the District.

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

Planning

One of the District's key priorities is to improve the environment in which our community lives and works, building a healthy and resilient community.

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.

164,872
people attended emergency departments across the District

41,969
operations were performed in our hospitals

165,399
admissions and discharges across our hospitals

6,012
babies were born at RPA and Canterbury Hospitals

40,000
children received care on almost 66,500 occasions from our community health team

53,000
unpaid carers provide support across the inner west

55%
of residents speak a non-English language at home

OUR DISTRICT

Figures: 2020-21 end of financial year data

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).



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

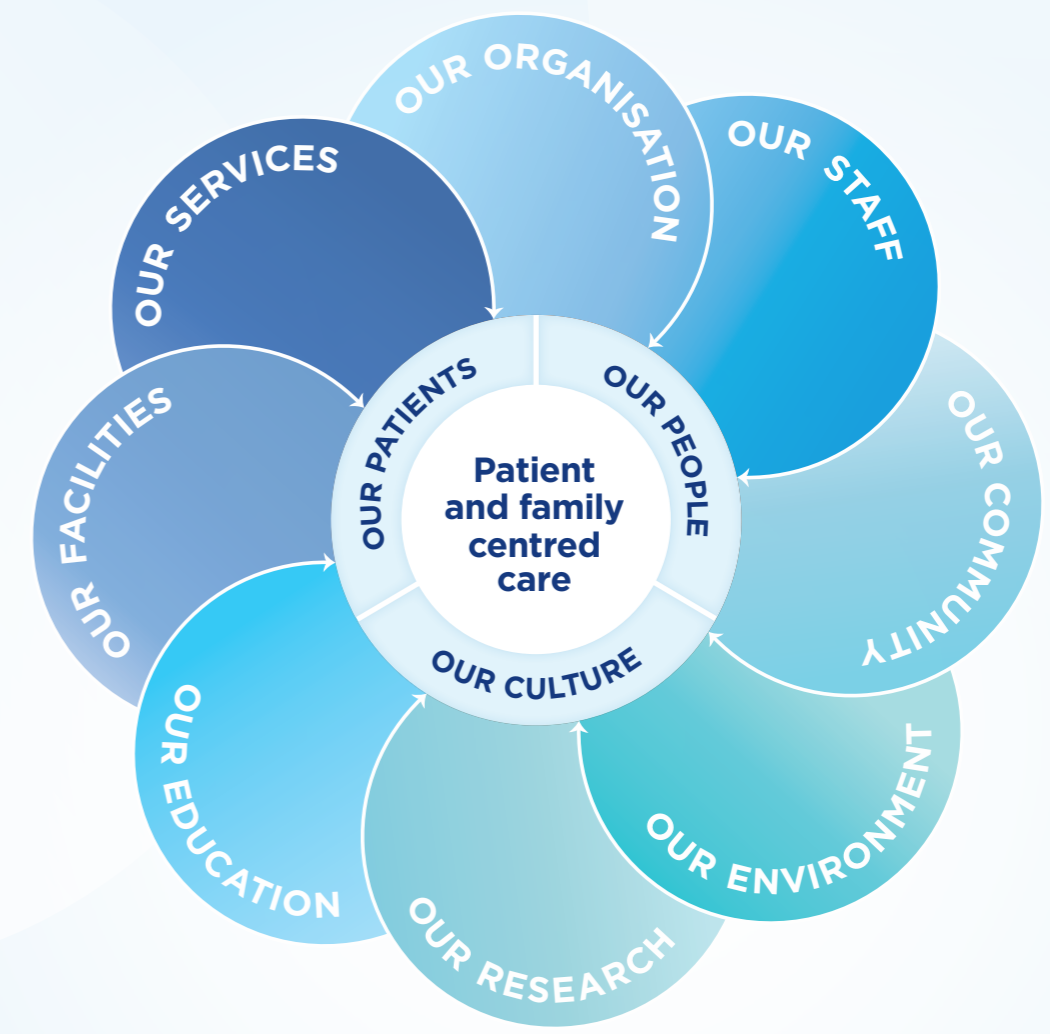


Our education

- 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.

Partners in Care

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

Celebrating

10 year celebration

OF THE ESTABLISHMENT OF SYDNEY LOCAL HEALTH DISTRICT

Sydney Local Health District was established on 1 July, as part of national health reform.

Decision making was returned to the local level under the NSW Health Services Amendment (Local Health District and Boards) Act 2011 - Local Health Districts were given more resources and greater responsibility.

“Sydney Local Health District’s first Strategic Plan (2012-2017) put staff, consumers and the community at the centre of decision making about services and care.

Today, I am incredibly proud to say that has been at the heart of everything we have done for the past decade.”

Dr Teresa Anderson AM,
Chief Executive, July 2021

Our vision is excellence in health and healthcare for all.

In 10 years, we have cemented our reputation for world-class clinical services, cutting edge research, leading education and training, strong clinical and corporate governance and financial accountability.

Our patients. Our people. Our culture.

All of our achievements are testament to the hard work, commitment and resilience of our staff who come to work to make a difference in the lives of others 24 hours a day, every single day of the year.

The People Matter Employee Survey in 2019 and 2021 has shown that our staff rate Sydney Local Health District one of the best places to work in NSW.

Partnerships and Community.

We have strengthened our ties with our culturally and linguistically diverse community through strong collaboration to deliver accessible, inclusive, culturally-appropriate and holistic health care services.



We’re working together to close the gap.

On the lands of the *Gadigal, Wangal and Bediagal* people of the Great Eora Nation, Sydney Local Health District is *Ngurang Dali Mana Burudi - A Place to Get Better*

We have a valuable partnership with the Aboriginal Medical Service Redfern and Metropolitan Local Aboriginal Land Council and are committed to working together to improve health outcomes for Aboriginal and Torres Strait Islander people in our community.

“Our vision is to have the healthiest Aboriginal Community in Australia.”
Dr Teresa Anderson AM,
Chief Executive

Care for vulnerable people.

We have joined together with other government agencies and non-government organisations to support those who are most vulnerable in our community - including the homeless, the elderly and people living with disability.

Care for the community in times of need.

We’ve had many breakthroughs, innovations and challenges - none more so than the COVID-19 pandemic.

Sydney has been at the forefront of the state’s response to COVID-19 with our staff working tirelessly in our hospitals caring for critically unwell patients with COVID-19, at testing clinics, surveillance sites, Special Health Accommodation and in the NSW Health Vaccination Program delivering around 1.4 million vaccines in eight months.

“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 have been the Chairman of the board of such an amazing group of health professionals at every level.”

The Hon Ron Phillips, former Chair of the Board, Sydney Local Health District, April 2020

Celebrate and grow the ideas of our staff.

We have invested \$1.5 million in the ideas of our staff through the innovation challenge “The Pitch”.

Built Innovation Week - including the Sydney Innovation and Research Symposium, Leadership Breakfast, The Big Idea, Care in our Community and our Patient and Family Experience Symposium - a week long showcase of Innovation and Excellence bringing staff together to collaborate, share ideas and network to nurture new partnerships.

Building. Planning. Growing Services for the future.

We have a blueprint for delivering health care into the future, which includes new models of care, digital innovation and large-scale infrastructure projects to meet the needs of our growing community.

Preparing to officially open Stage One \$341 million redevelopment of Concord Hospital; the \$750 million redevelopment to transform RPA has been accelerated; the Parent and Baby Unit at RPA will open soon; the RPA Health One at Green Square is set to begin construction and planning for the redevelopment of Canterbury Hospital is underway.

Each year Sydney Local Health District hosts a range of events for staff and our community.

- Annual General Meeting - Celebrating the achievements of our staff and community
- Budget Roadshow
- Innovation and Research Symposium
- Yaralla Festival
- Carols at Yaralla
- Opera and the Flower Show at Rivendell
- March Arts
- EquityFest
- ANZAC Day, Remembrance Day and other commemorative events

Our staff have a proud history of caring for the community for over a century.



139 years

RPA Hospital (1882)



136 years

Balmain Hospital (1885)



92 years

Canterbury Hospital (1929)



80 years

Concord Hospital (1941)



117 years

Sydney Dental Hospital (1904)



121 years

Sydney District Nursing (1900)

Leading care.

Highlights.

Sydney celebrated the launch of the Strategic Plan, the first plan of its kind for any Local Health District in NSW



Launched the Sydney Local Health District Diversity Hub appointing cultural support workers from communities across the District to help culturally and linguistically diverse patients and their families navigate health services



First Aboriginal Social Determinants of Health Forum held at the Charles Perkins Centre by the Metropolitan Local Aboriginal Health Partnership



Our staff care for our community 24 hours, 7 days a week, every day of the year.

On a typical day more than*:

120

ambulances arrive

460

people arrive at Emergency seeking treatment

460

patients admitted to hospital

115

procedures performed

2,300

people attend an outpatient service

Launched the District's Patient and Family Centred Care program



Home to the largest graduate health management program in NSW, growing health leaders of the future



Invested \$1.5 million in the ideas of our staff through "The Pitch"

\$1.5 million

Breakthroughs.

Emergency

Leading care.

Highlights.

Launched **rpavirtual** as the first Virtual Hospital in NSW



Established **Sydney Research** with 27 key partners

Sydney Health Partners, named one of just four Advanced Health and Research Translation Centres in Australia

Digital innovation sees an annual
2.7 billion
eMR transactions

19.4 million
electronic medication orders
67,000
virtual meetings,
videoconferences and telehealth

First metropolitan Local Health District to implement **Electronic Medication Management Systems (eMeds)** for patients across all acute facilities including mobile technology for Sydney District Nursing staff in the community



Responded to the **COVID-19 global pandemic** with staff from right across Sydney Local Health District on the frontline

Established the **Clinical Research Centre** – on a typical day there are more than 600 active clinical trials in around 80 departments



Our **Workplace Giving Program** raised **\$1 million** in 10 years building a maternity hospital in Ethiopia

1 million

Sydney Healthcare Interpreter Services – 40+ years, 260,000+ interpreting sessions each year in 160 languages



Breakthroughs.

Ready for a bright future



Ten years after the establishment of Sydney Local Health District, with the biggest public health response in our history as a backdrop, we are poised for a new era in healthcare.

This year we welcome a new Board Chair, and say our fond farewells to those members who have served over the past 10 years.

Chair of the Board the Hon John Ajaka, inaugural Chair, the Hon Ron Phillips AO and acting Chair Victoria Weekes each took time to speak about some of the things that - in their view - make this district so special.

It comes down to *patients, people, culture* says new Board Chair, the Hon John Ajaka.

"Sydney Local Health District has a special, diverse community with rich culture, and one of the largest CALD [culturally and linguistically diverse] communities within our state," Mr Ajaka said.

"If you want communities to respect you - you must respect them, have an understanding, bring people in partnership - Sydney Local Health District does that.

"It brings people in partnership to work together to deliver the services that are needed, understood and wanted," he said.

Sydney's real strength, is the people, [the staff] according to the Hon Ron Phillips AO, the Local Health District's first chair of the board.

"Their legacy is the way they enable the excellent standard of healthcare," said the former Minister for Health.

"That's very special to me.

"I remember the day the staff survey [People Matter Employee Survey] came out - when the staff overwhelmingly declared that Sydney Local Health District was the best place to work and that, for me, was a special occasion," he said.

"If you've got your staff overwhelmingly saying I like working here then that's special - that's built on a foundation of respect and care for every individual - that's at the heart and soul of what drives us forward, so I think that's what makes it a special place.

"There's a natural sense of people wanting to excel and wanting to care for each other," he said.

Former Deputy Chair, Victoria Weekes has spent a lot of time working with large organisations, she says what will stay with her is Sydney's willingness to stop and reflect and think differently.

"Innovation is about stopping and reflecting on things again. Having an open enough mind to then deliver it differently," she said.

"Ron Phillips was an extraordinary champion of research. I think of all of the work invested in getting systems set up right.

"Innovation, research and education is in the DNA [of the District] - and that has made an enormous contribution. Look at the wonderful Innovation Symposium - it's growth took real commitment and it took time, but that showcase of the District's results around research and innovation and education is incredible."

"Investing in core systems capabilities and processes has put the district in good stead to face into big issues," she said.

The COVID-19 pandemic has required everyone to be strong and stay strong together. It required a global response, not seen in a century. And for staff it has required grit, determination, creativity and innovation and resilience.

"We can never forget what you have all been through - it has been the hardest 12 months we've ever known," said Mr Ajaka.

"I remember just thinking how scary it was," said Mr Phillips.

"I remember seeing the images from overseas, hospitals overrun, the looks on the faces of doctors and nurses and administrators and thinking can Australia respond to that?"

"It did."

"There are so many memories. We got to set up Quarantine Hotels... we had to test thousands of people... we had to move all of our workforce out of what they were doing to respond to this public health emergency."

"To see all of those drive-throughs and everyone in the rain in their protective gear prodding people's noses... the queues [for vaccination] and the staff out there plugging away. And to watch all of that happen and to be a part of that was amazing. Just amazing."

"The health system has to be proud and the community has to be proud."

Is there a particular message for staff? You'd be left short for words - wouldn't you?" he said.

"Keep doing what you're doing you wonderful, amazing people. It is one of the most amazing careers to be part of. One of the most satisfying systems to be part of - because of the impact you can have," said Ms Weekes.

"You know you are doing good. There's a real sense of satisfaction, of team building and camaraderie. It is a wonderful system to be part of," Ms Weekes said.

Mr Ajaka said the board will be touring facilities in coming months, he's looking forward to meet our staff and work on ways to support them in their work - to make sure they have the equipment they need - and the support they need to keep caring for our community.

"Thank you for everything you do. The community has access to the best possible care because of your great work, your dedication," he said.

Our patients. Our people. Our culture.



COVID-19

According to the World Health Organisation (WHO):

COVID-19 is the disease caused by a new coronavirus called SARS-CoV-2. WHO first learned of this new virus on 31 December 2019, following a report of a cluster of cases of 'viral pneumonia' in Wuhan, People's Republic of China.

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

AUSTRALIA

169,237

confirmed cases

1,722

lives lost

WORLDWIDE

246,323,263

confirmed cases

4,994,166

lives lost



COVID-19.

key moments.

Between December 2019 and January 2020, Sydney Local Health District supported partner local health districts in the midst of a National Bushfire Emergency.

DEC 2019 – JAN 2020



31 December, a new type of novel coronavirus identified in Wuhan, China.

11 January, China recorded first death from novel coronavirus.

31 DEC 2019

22 January, Sydney Local Health District commenced daily briefings for key staff.

Three days later, the first case of COVID-19 was identified in Australia.

22 JAN 2020

Sydney Local Health District opened first COVID-19 Testing Clinic in NSW (fever clinic) at RPA.

On the same day the World Health Organisation declared a global health emergency.

30 JAN 2020



Sydney Local Health District opened first virtual hospital in Australia – RPA Virtual Hospital (rpavirtual).

Eight days later, rpavirtual staff cared for their first patient with COVID-19.

3 FEB 2020

Australian emergency plan activated.

28 FEB 2020

Sydney Local Health District established flying squad to support efforts at Sydney Airport.

9 MAR 2020

COVID-19 Emergency Operations Centre opened.

Concord Hospital COVID-19 Clinic opened.

Staff and visitor screening implemented.

10 MAR 2020



100 confirmed COVID-19 cases in Australia.

10 MAR 2020



The World Health Organisation declared a Global Pandemic.

11 MAR 2020

Breakthroughs.

COVID-19.

key moments.

March was a critical time in Australia and in Sydney Local Health District major changes were made to all hospitals and services including signage, entrances, screening, visiting, services and models of care, staff roles and positions.

MAR 2020



COVID-19 Clinics established at Canterbury Hospital, Redfern Health Centre, then Summer Hill drive-through service.

MAR 2020



Surged capacity in Public Health Unit.
Tiger Teams established.
COVID-19 Support Centre (call centre) established.

MAR 2020



PPE was a critical issue for staff
- developed protocols and guidelines to guide staff and to manage supply during this time.

MAR 2020

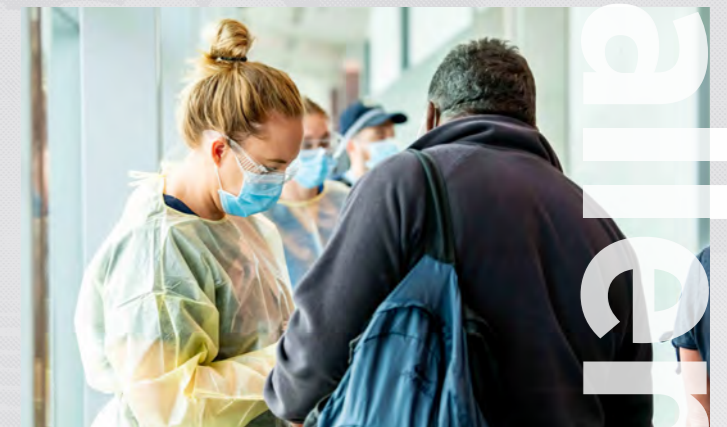
All people entering Australia to self-isolate for 14 days, Australians overseas urged to return home, restrictions commence.

MAR 2020



Australian borders close.

20 MAR 2020



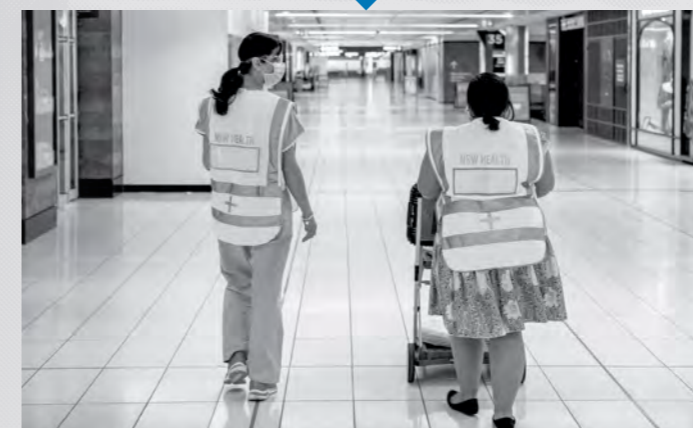
All non-urgent elective surgery cancelled, planning and set up for surge capacity, ICU, wards, etc.

25 MAR 2020



A mandatory Quarantine Order enacted for travellers returning to Australia... if symptomatic returning travellers transferred from Police Hotels to Special Health Accommodation (SHA).

29 MAR 2020



Breakthroughs.

COVID-19.

key moments.

More than **1 million people with COVID-19 worldwide**, and more than 51,000 lives lost.

1 million

2 APR 2020



Additional drive-through testing services at Five Dock, Canterbury Hurlstone Park, Homebush, Ultimo and Broadway.

APR - JUN 2020



A focus on vulnerable populations, including wellbeing clinics and residential aged care facility outreach.

APR - JUN 2020



10 million cases worldwide, and almost 500,000 lives lost in seven months.

10 million

29 JUN 2020

2.4 million tests conducted in Australia, 104 lives lost and 7,866 cases of COVID-19.

29 JUN 2020

Screening commenced at Central Railway Station in addition to Sydney Domestic Airport and Sydney International Airport amidst Victorian outbreak.

Staff at Rozelle and Summer Hill Drive-through Testing Clinics **swab almost 1,100 patients in one day** as school holidays commence in NSW.

2 JUL 2020



Sydney Local Health District opened additional **Special Health Accommodation** at Mascot.

Casula cluster in Sydney linked to Victorian outbreak – cases also linked to multiple venues across Sydney.

11-15 JUL 2020



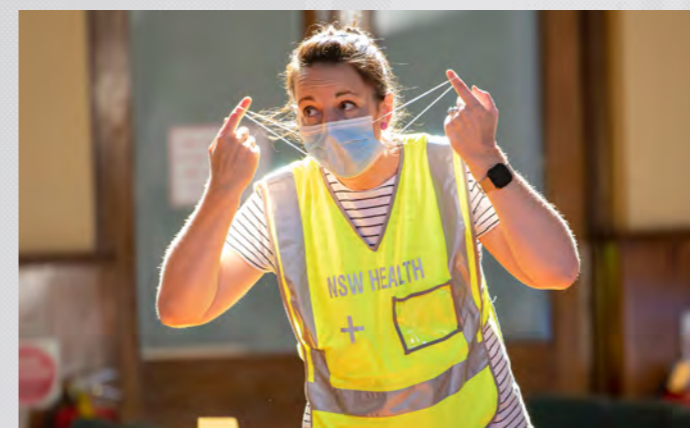
13.4 million cases worldwide, and 580,000 lives lost in eight months.

13.4 million

16 JUL 2020

Pop-up clinic established at Waterloo and then Redfern for **social housing residents** following table-top planning exercise by Sydney Local Health District.

21 JUL 2020



Amber alert issued for NSW Health – (masks to be worn within 1.5 metres of others. All visitors must wear masks).

24 JUL 2020

Breakthroughs.

COVID-19.

key moments.

Eddy Avenue COVID-19 Testing Clinic opened.

19 new cases and several schools closed in NSW due to COVID-19.

Victoria recorded 723 new cases and 13 deaths – Australia's highest daily totals since the start of the pandemic.

27-30 JUL 2020



State of disaster declared in Victoria.

A number of clusters identified in NSW including Potts Point, Cherrybrook, Wetherill Park, Fairfield and Liverpool.

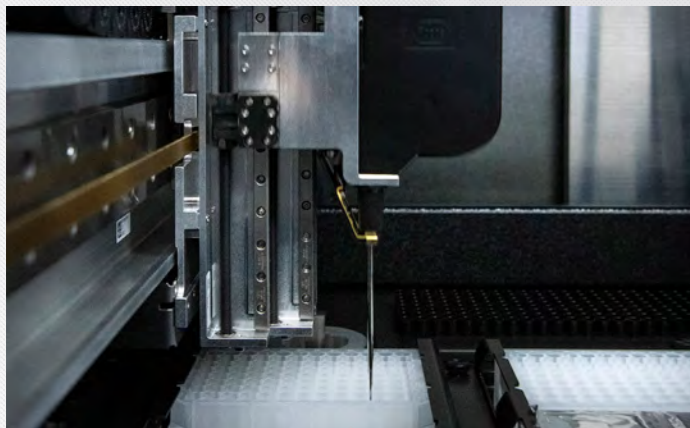
AUG 2020

19.7 million cases recorded worldwide, and 728,000 lives lost.

19.7 million 10 AUG 2020

3,000 people tested in a single day at District testing clinics.

18 AUG 2020



Prime Minister announced Australians to be among first to receive COVID-19 vaccine if trials successful.

21 AUG 2020

Flying squad and Public Health Unit test and trace more than 700 contacts after two hotel security guards test positive for COVID-19.

3,008 people cared for in SHA, 613 positive.

RPA Virtual Hospital 3,000 patients.

25 AUG 2020



Local cluster at Concord Hospital. District's Building Access Pass implemented.

SEP-OCT 2020



NSW Health returned to Green Alert level.

District hosts first virtual Annual General Meeting an Extraordinary Year.

18 NOV 2020



Public Health Order for Border and Quarantine workers to have daily saliva tests.

District implemented daily Saliva Testing Program for 3,500 staff at more than 24 sites.

17 DEC 2020

Breakthroughs.

Northern Beaches Outbreak – restrictions for Sydney in the lead up to Christmas.
New Year's Eve restrictions in place – Sydney celebrated the start to 2021.

19 DEC 2020



First COVID-19 Pfizer Vaccinations in Australia.
 RPA one of first three hubs in NSW.

22 FEB 2021



Tiger Team, Special Health Accommodation, rpavirtual, Flying Squad, Airport Team, Summer Hill drive-through clinic, RPA testing clinic reached one year milestone.
 District partnered with Sydney artist to document COVID-19 response.

FEB – MAR 2021



District hosted **COVID-19 vaccination forum** for Community leaders.

APR 2021



District began **Outreach Mobile Vaccination Program** for vulnerable communities.

5 MAY 2021

NSW Health Vaccination Centre opened at Sydney Olympic Park with capacity to vaccinate 5,000 people a day.

10 MAY 2021

100,000 vaccines given at the NSW Health Vaccination Centre, Sydney Olympic Park.
Canterbury Vaccination Clinic opened.
Visitor restrictions re-introduced to protect patients and staff from COVID-19.

JUN 2021



Person tests positive to Delta Strain in Sydney (Bondi).

JUN 2021



Mask-wearing mandatory on public transport, advised for indoor spaces.

15 JUN 2021

New cases in Bondi, Bondi Junction and Leichhardt.

16-19 JUN 2021

COVID-19.

key moments.

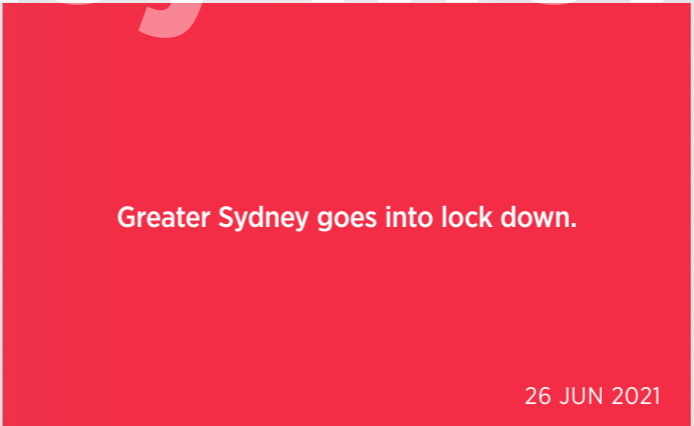
Canterbury expands COVID-19 Testing Clinic, offering a 24/7 service and on peak days testing more than 1,200 people.



24/7

25 JUN 2021

Greater Sydney goes into lock down.



26 JUN 2021

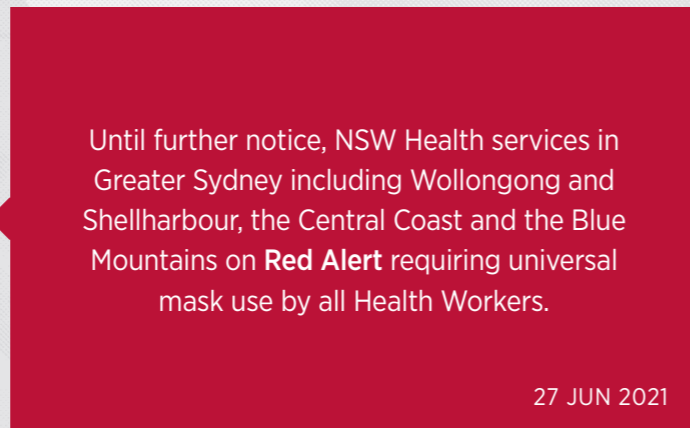
Sydney Olympic Park extended hours to seven days to boost vaccination rates to more than 65,000 a week.



27 JUN 2021



Until further notice, NSW Health services in Greater Sydney including Wollongong and Shellharbour, the Central Coast and the Blue Mountains on **Red Alert** requiring universal mask use by all Health Workers.



27 JUN 2021

To keep you and your loved ones safe

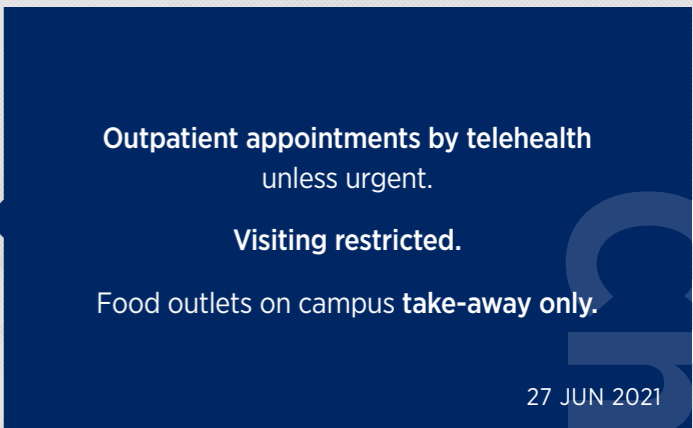
Visiting has changed



Outpatient appointments by telehealth unless urgent.

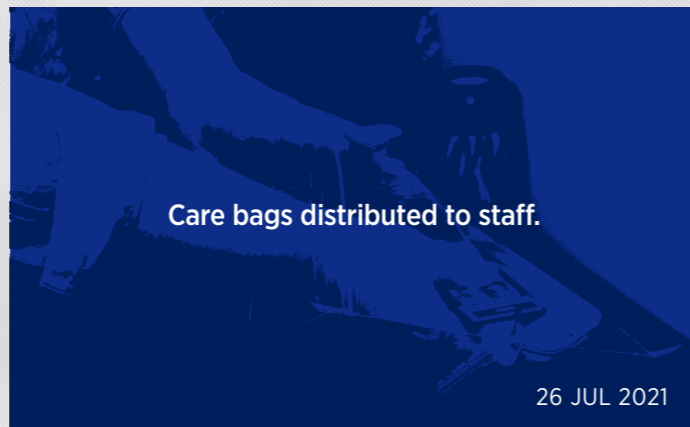
Visiting restricted.

Food outlets on campus take-away only.

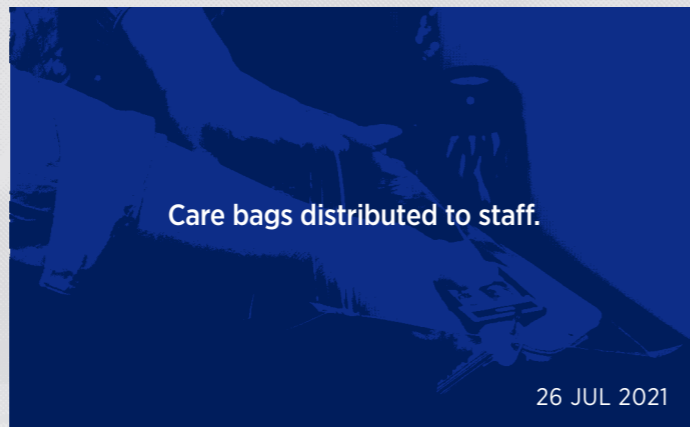


27 JUN 2021

NSW records first death from COVID-19 in 2021.



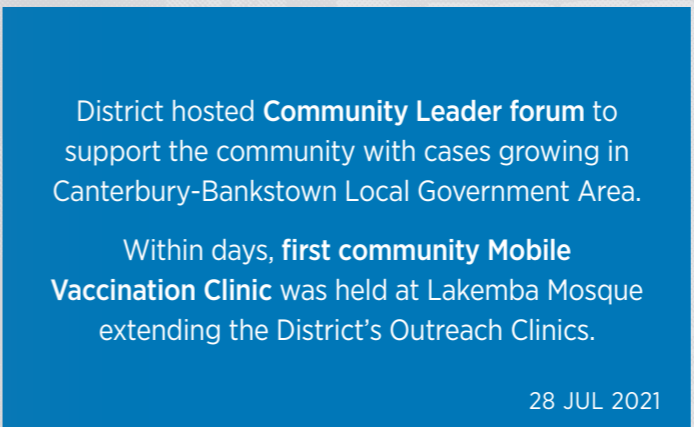
Care bags distributed to staff.



26 JUL 2021

District hosted **Community Leader** forum to support the community with cases growing in Canterbury-Bankstown Local Government Area.

Within days, **first community Mobile Vaccination Clinic** was held at Lakemba Mosque extending the District's Outreach Clinics.



28 JUL 2021



Outbreak Management Teams formed to support community during COVID-19.

Non elective surgery put on hold and collaborative care arrangements put in place.

Number of patients critically unwell with COVID-19 in hospital swelled.



JUL - AUG 2021



681 cases in NSW in a single day.



19 AUG 2021

Breakthroughs.

COVID-19.

key moments.

Curfews enforced in LGA's of concern, retailers closed.

5km rule applied to everyone living in Greater Sydney.

5km rule

AUG 2021

Restrictions on workers – three daily COVID-19 testing enforced.

Senior District staff joined the Premier's daily media conferences to share insights from the front line.

AUG 2021

1 million vaccines given by staff in Sydney Local Health District vaccination centres and pop-up clinics.

AUG 2021



COVID-19

District extended vaccination opportunities opening a new vaccination clinic Waterview in Bicentennial Park.

23 AUG 2021



Highest number of vaccinations given at Sydney Olympic Park in a single day with 12,500 people vaccinated.

All essential workers required to hold a permit to travel to work in an LGA of concern or to leave an LGA of concern.

28 AUG 2021



Cases climbed in Redfern and Waterloo, partnership with AMS Redfern critical, testing, vaccination and welfare/food packages to support community.

Koori Vaccination Clinics at NCIE, Old Redfern Post Office and Marrickville.

SEP 2021

Stay COVID safe



Wear a mask



Wash your hands



Keep 1.5m apart

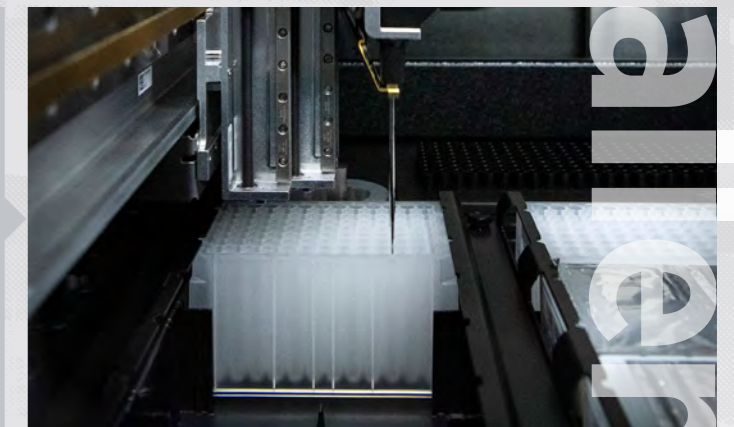


Get vaccinated

1602

1,602 COVID-19 cases recorded in a single day in Sydney.

10 SEP 2021



Concord Hospital's new clinical services building opened to care for COVID-19 patients.

SEP 2021



All people 12 years and over eligible for COVID-19 vaccination.

OCT 2021



Breakthroughs.

COVID-19.

key moments.

100

100 days of lockdown in Sydney.

2 OCT 2021



Premier Announced Roadmap to end lockdown, vaccination rates surge to 70 per cent, restrictions eased for fully vaccinated.

Premier Berejiklian resigned, new Premier Dominic Perrottet sworn in.

OCT 2021



Lock down ends in NSW for fully vaccinated.

11 OCT 2021



NSW reached 80 per cent double vaccinated.

Schools and hairdressers reopen.

18 OCT 2021



Transition Operations commenced while staff remain ready to respond to COVID-19.

Sydney Airport Screening Team, Testing Team finalised operations with Quarantine-free travel from 1 November.

31 OCT 2021



More than 1.4 million vaccines given by Sydney Local Health District in eight months.

31 OCT 2021



More than 2,037,000 tests performed by staff at Sydney Local Health District COVID-19 Testing Clinics between February 2020 and 31 October 2021.

31 OCT 2021



to be continued...

NOV 2021



Breakthroughs.

earlier progress

COVID-19 response

Governance

In January and February 2020 Sydney Local Health District implemented 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 COVID-19 response.

The COVID-19 response was strengthened by the way staff from services right across the District came together, bringing their expertise to find solutions to the constantly evolving situation, sometimes with hours or days lead time. Our response was also strengthened by the important partnerships we have with other organisations and our community who helped us deliver services, effectively communicate and who invited us into our suburbs and venues to provide COVID-19 testing and vaccination clinics.

We have been stronger together.



Sven Nilsson

Acting General Manager Vaccination and Screening Program, Disaster Manager

What will you remember?

What a wonderful team of staff we have to have been able to assist us in many different aspects. Well, outside their normal scope of practice, working with many agencies across the board and many different people in the community acting professionally and always thinking of the public first, it's been a delight to work with these people.



Simon Fieldhouse



Workforce

The COVID-19 pandemic has required an extraordinary response from our staff. Our Workforce and Corporate Operations team enabled us to have staff available in the right place at the right time.

We converted casual staff to full time; upskilled nurses and clinical staff; supported third and final year medical in facility based roles; designed systems to assess COVID-19 risk for staff returning to work, reviewed Public Health Orders and COVID-19 safety protocols and guidelines to keep District staff updated regarding provisions for accommodation, child care, parking, personal protective equipment (PPE), self-isolation requirements, special leave and leave protocols and implemented a Safe Return Strategy for the District's volunteers.



Tiger Teams

Tiger Teams were one of the first initiatives of the COVID-19 response in 2020 providing staff with just in time training and support - including for correct use of PPE to keep staff safe. The Tiger Team developed checklists for all staff which were distributed in care bags to ensure staff didn't take COVID-19 home with them.

In 2021 this team, identified by black t-shirts with orange and black "tiger" role stickers, continued to support frontline staff responding to COVID-19. The Tiger Team provided leading education support for the NSW Health Vaccination Program at RPA, Sydney Olympic Park and other sites, developed a Vaccination Worker Program, accredited by NSW Health and recognised in legislation and kept staff safe through the Mask Fit Testing Service - which was expanded to include external partners including NSW Ambulance.

Facts

We provided recruitment and onboarding for:

- More than 2,500 staff (including 600 trained vaccination workers) over a four-month period for the NSW Vaccination Centre, Sydney Olympic Park
- 175 staff for the RPA Vaccination Centre
- More than 350 QANTAS staff in District roles in the COVID-19 Call Centre, Flying Squad, and COVID-19 screening, testing and vaccination sites and worked with external partners to support surges in demand - onboarding staff from Healthscope, Ramsey Health, Service NSW, DCP and Sydney-based universities
- A 45 per cent increase in Special Health Accommodation
- A 92 per cent increase for **rpavirtual**
- More than 100 staff for the Public Health Unit's COVID-19 contact tracing team
- Almost 1,000 contingent workers deployed to the District from other Districts

Nursing

- Hosted 5,673 nursing students - 1,150,440 hours of clinical placement at COVID-19 testing clinics and Special Health Accommodation
- Delivered staff wellness and compassionate care sessions online to 2,450 nursing and midwifery staff



Did you know?

Staff were redeployed to COVID-19 areas of response from almost every District service and clinical stream.

1200



tests

Did you know?

During the Delta Outbreak a marquee on the lawn outside Concord Hospital to offer 24/7 COVID-19 tests for the community - at peak times staff tested more than 1,200 people a day.



Sydney hospitals respond

Our Hospitals are networked in Sydney Local Health District to provide the best possible care to our patients.



Staff at RPA, Concord, Canterbury, Balmain and Sydney Dental Hospital made significant changes to keep our patients and our staff safe and to care for our community during COVID-19. Robust screening measures were implemented on site with ongoing updates to signage about restrictions to keep staff, patients and the community informed.

Concord Hospital in partnership with Health Infrastructure accelerated the schedule of works associated with the Concord Redevelopment to accommodate COVID-19 positive/suspect patients, except those requiring care in Intensive Care (ICU).

COVID-19 Testing Clinics were established by all of our facilities - at RPA (site of the state's first COVID-19 testing clinic); Concord (Concord Hospital, Bressington Park and Olympic Park drive-through clinics); Canterbury (24/7 service at Canterbury Hospital during Delta Outbreak as well as drive-through services at Roselands Shopping Centre); Balmain (including GPC and Rozelle drive-through); and Eddy Avenue Clinic run by Sydney Dental Hospital.

Daily multidisciplinary team meetings were established to manage the COVID-19 response across our facilities.

Capital works were undertaken to ensure the hospitals were well equipped to care for patients with COVID-19 this included: the creation of red, amber and green wards and increased capacity in ICU at RPA and Concord Hospitals, the installation of donning and doffing zones, COVID-19 pathways throughout the hospitals.

Additional cleaning teams and security staff supported the COVID-19 pathways. Other additional staff to support the COVID-19 response included COVID-19 navigator roles and physiotherapy staff.

Non-essential and non-urgent outpatient clinic appointments were reduced, and telehealth systems used where possible to lower the risk of COVID-19 transmission. Elective surgery collaborative care arrangements were established with a range of private facilities.

Personal Protective Equipment (PPE) was distributed to all staff and patients, in line with the Ministry of Health Guidelines - and during the Delta outbreak all staff wore masks at all times while on campus.

Other initiatives included exposure response teams to oversee the response to any exposure incidents, increased monitoring of all patients ahead of appointments or procedures, continued staff education in preparedness for managing COVID-19 positive and precautionary cases,

staff working in high-risk areas are encouraged to have third day swabs conducted to reduce the risk of COVID-19 transmission between staff and patients.

Inpatient vaccination programs were established.

At Balmain Hospital, geriatric admissions from other District facilities increased to support the COVID-19 response by increasing bed capacity.

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, flying squad, rpa virtual, contact tracing, Tiger Teams, airport screening, communication logistics, and staff dedicated to the operation of the drive-through clinics.





Lauren Troy
Acting head of Department for Respiratory Medicine, RPA Hospital

What will you remember?
A message of hope will be really, for us all, to reflect on what an amazing job we've done and how a really complex system of multiple moving parts has been able to organise itself in such a united way...



Media

- Responded to media enquiries, requests and issued media statements
- Supported media conferences and events to support the NSW Health response to COVID-19
- Published almost 750 social media posts on the District's Facebook page (27,525 followers) reached more than 11.32 million people via Sydney Local Health District Facebook posts during the year with one story about Pfizer availability reaching 145,517 people

Public Health Unit

The Public Health Unit has had a critical role during the COVID-19 pandemic response.

In the first wave of the pandemic, the Unit was involved in the initial emergency response of setting up clinics, advice about policy, screening, health care worker and residential aged care protection, as well as public health requirements around the Special Health Accommodation.

In the elimination phase, as well as the second and subsequent waves of the outbreak including the most recent Delta Strain Outbreak, the Unit has managed extensive contact tracing of approximately 3,800 District cases from 1 October 2020 to 20 September 2021.

The Unit has worked with businesses, hospitals, Residential Aged Care Facilities, schools, universities and general practice, among others, to contact trace and manage outbreaks.

The team has also supported key communication initiatives working to protect vulnerable populations and has provided advice on infection control issues to minimise transmission.

The Unit provided public health oversight of persons in the Special Health Accommodation as well as providing public health support to other quarantine hotels and the airport screening staff.



Dr Leena Gupta

*Clinical Director, Public Health Unit,
Sydney Local Health District*

What will you remember?

I'm really proud of the Public Health Unit team. The resilience that they've shown has been extraordinary. And unless you're in it, you kind of don't really know what it's like to be just thinking and living this pandemic 24-7.

RPA Virtual Hospital

- Throughout the response to COVID-19, Sydney District Nursing provided uninterrupted hospital-level care to patients in their homes and at community nursing clinics.
- The **rpavirtual** Virtual Care Centre supported support the District and NSW response to COVID-19 through the Special Health Accommodation program
- Clinical care was provided to 1,736 unique COVID-19 positive patients and 11,110 unique COVID-19 negative patients. This included 587 pregnant women receiving virtual antenatal care and 1,848 children (0-14 years) receiving virtual paediatric care
- Sydney District Nursing developed a specific model of community care to support the safe delivery of palliative care in patient homes during COVID-19 restrictions. This model empowered patients to choose where they would spend their last days, with the option to remain at home if they wished and relevant adjustments could be made



Community Health

- Received 170 Allied Health referrals for children and families from the Special Health Accommodation – providing responses within 24 hours, maintaining virtual support to families for the duration their quarantine
- District Specialist Team Intellectual Disability Sydney (STriDeS) raised awareness of the needs of people living with disability, developed easy read resources and supported providers of Shared Living Services

Allied Health

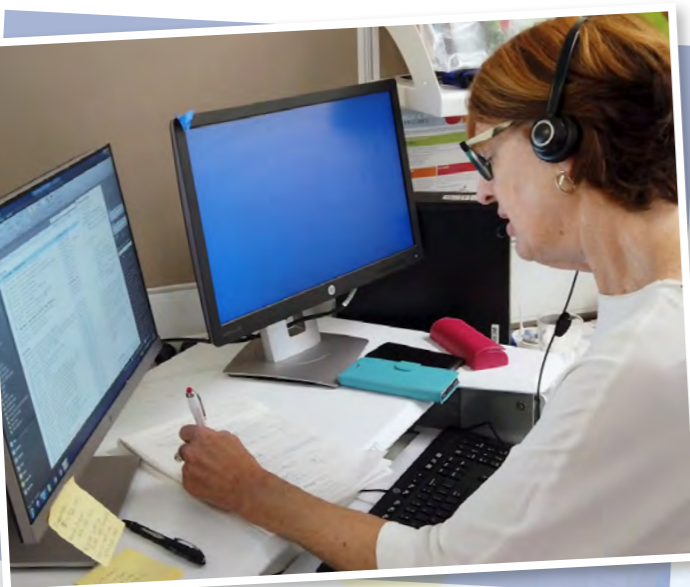
- Ongoing contribution to Special Health Accommodation hotels, providing psychosocial support, case management, clinical assessment and intervention
- Launched the mental health 'Get Connected, Stay Connected (Online and Beyond)' project during COVID-19, led by psychologist Jane Massa with financial support from the Inner West Council Combatting Social Isolation for Seniors during COVID-19 grant program

Drug Health

- Daily COVID-19 screening for all patients attending Drug Health Services. Flu vaccinations offered to all patients attending Drug Health Services
- Provided community outreach for vulnerable members of the District community – reducing isolation through face-to-face interventions within a risk management framework including social distancing, hand hygiene and PPE

Mental Health

- Established services to meet specialist mental health care needs for people impacted by COVID-19
- Recognised by the Agency for Clinical Innovation for the **rpavirtual** psychology team, as a Best Practice Model of Care



Special Health Accommodation

Sydney Local Health District on behalf of NSW Health, has operated and managed hotels and apartments known as Special Health Accommodation (SHA) during the COVID-19 pandemic. These hotels are considered health facilities, overseen by a General Manager, to support patients who are COVID-19 positive, negative, pending a result, or who require additional support to self-isolate but do not require hospitalisation.

Facts

There are two main categories of patients in SHA - people in the community who are a close contact and are unable to self-isolate because of their personal circumstance and returned international travellers

- Special Health Accommodation (the SHA) was **opened on 25 March 2020**
- Between 25 March 2020 - 31 October 2021 the SHA has cared for **19,606 patients**
- The SHA is supported by RPA Virtual Hospital
- Over **3,600 staff** have worked in the SHA program since March 2020 - in a range of positions including executive management, site managers, accommodation assistants, nursing, allied health, security, cleaning, fire, police, maintenance staff
- Accommodation has been provided in Zetland, Mascot, North Ryde, Camperdown, Summer Hill, Chippendale, Newtown and Waterloo



Brad McEntee
Nurse Manager, Infection Prevention and Control,
Special Health Accommodation

What will you remember?
I will always remember is the very early days... I very quickly learned how dynamic we had to be... I was taken to Zetland to look at a new facility... we pulled up and I looked up and it was a 22-floor building... that we had to set up within 72 hours to take the Ruby Princess passengers and crew...

I can remember walking out the front of the facility and seeing the motorcade pull up... and all of these police motorbikes... two buses...



Simon Fieldhouse

Celebrating a significant milestone



WATCH VIDEO

The Sydney Local Health District team celebrated the one year anniversary of Special Health Accommodation in March.

The service, affectionately known as “The SHA” cared for 10,000 people during the COVID-19 pandemic, in the 12-months of operations.

Special Health Accommodation was set up to provide 24/7 comprehensive care for returning overseas travellers, and later members of the community, in self-isolation.

“It’s the cornerstone of the COVID-19 quarantine program in NSW.

“We’ve created the blueprint for how best to provide accommodation, care and support for people during their isolation period,” Joseph Jewitt, the General Manager of Special Health Accommodation, said.

The first Special Health Accommodation site opened its doors on 25 March 2020, with under 20 patients, with the number of sites growing to seven as the pandemic unfolded.

More than 850 staff - including nursing, allied health, accommodation assistants, site managers, cleaners and security - across the Special Health Accommodation sites.

Nurses provide onsite care 24-hours a day, seven days a week, with RPA’s new virtual hospital, **rpavirtual**, providing specialised care for COVID-19 positive patients and those with more complex medical needs.

Allied Health clinicians, like occupational therapists, dieticians and social workers, plus psychologists, also provide support for those who require an increased level of care. This care can be delivered onsite or through **rpavirtual**.



A personal story about Special Health Accommodation

Angela and Paul share their story and experience in Sydney Local Health District’s Special Health Accommodation.



WATCH VIDEO



Gayathry Vellangalloor (Gaya)

*Environmental Services Manager,
Special Health Accommodation*

What will you remember?

In February this year I became one of the first people in Australia vaccinated for COVID-19. My message about vaccination didn’t just reach people here but was seen by people all over the world. I remember I was overwhelmed with joy and felt privileged to be among the first people to get vaccinated.



Did you know?

Personal protective equipment (PPE) has been critical to keeping our staff safe during the COVID-19 pandemic response. During the Pandemic we have had teams of people responsible for managing our PPE supply and ensuring that staff on the frontline have what they need.



Partnership offers support to CALD communities



Sydney Local Health District is celebrating a new partnership with the Commonwealth Bank, to further support the District’s culturally and linguistically diverse community get the information needed to get vaccinated against COVID-19.

About 300 bank staff are volunteering to help the District’s COVID-19 support line and can be contacted to assist callers who prefer speaking a language other than English.

“The COVID-19 Support Centre receives about 1,700 calls from community members every day seeking information about vaccine eligibility, vaccination appointments and proof of vaccination.

“We estimate about 25 per cent of callers need in-language support to facilitate communication during phone conversations,” Mandy Burgess, a nurse manager overseeing the support line, said.

“Our District is very culturally and linguistically diverse, with more than 52 per cent of residents speaking a language other than English at home,” Dr Teresa Anderson, the District’s Chief Executive, said.

“Throughout the pandemic, we’ve worked hard to ensure everyone in our community has access to information on vaccinations and access to booking, no matter which language they speak.

“We are very grateful to Commonwealth Bank for this wonderful support which has made life even easier for our non-English speaking community members,” Dr Anderson said.

Commonwealth Bank Group Executive, Human Resources, Sian Lewis, said: “As one of the largest employers in Australia, our people are committed to supporting the community when they need it most, especially in the middle of a pandemic.”

Airport Screening Team and Flying Squad

The Flying Squad has involved more than 670 staff from nursing, allied health, admin, and a range of staff redeployed from across the district including Sydney Dental Hospital.

They've been right across Sydney testing, vaccinating, screening and offering wellness clinics for people in our community. The squad also flew in to support people in isolation with food packages and other needs.



District's team farewells Sydney Airport

For the past 15-months, Nurse Sarah Jane Nilsson has been a member of the NSW Health COVID-19 response team at Sydney Airport.

"It's been such a great experience working with our dedicated staff. There's been such long hours. It's been an amazing opportunity. Probably once in a lifetime and I think it will always be the highlight of my career," she said.

Since beginning operations at the airport in March 2020, the District screened more than 107,000 people at the domestic terminal, while more than 300,000 were screened at the international terminal.

And, on-site COVID-19 testing has been carried out for people identified as symptomatic during the screening process - with the District carrying out 650 tests at the domestic terminal and more than 73,000 at the international terminal.

Dr Teresa Anderson, the District's Chief Executive, shared that the experience had been an amazing example of what can be achieved through collaboration and team work.

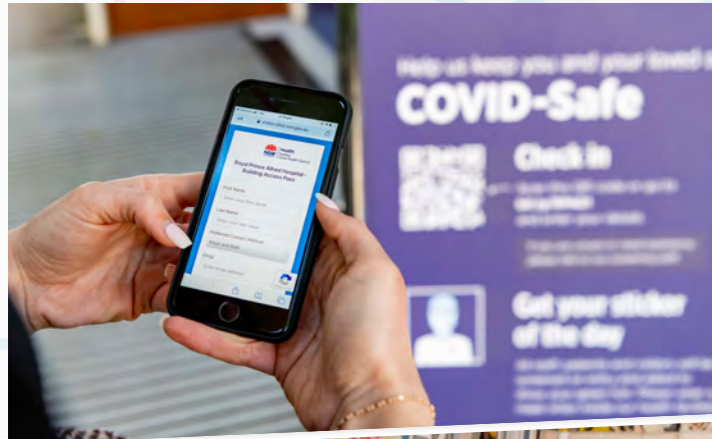
"Our team, in partnership with colleagues from South Eastern Sydney Local Health District, State Health Emergency Operations Centre and so many government, non-government and private organisations including Sydney Airport, Australian Border Force, NSW Police Force, Transport for NSW, Department of Defence, Australian Federal Police, Biosecurity and the federal Department of Agriculture, Water and the Environment. Everyone has done an incredible job," Dr Teresa said.

With fully vaccinated people now able to travel without the need to quarantine in NSW, frontline agencies, including NSW Health, have scaled back their operations at the airport.

The airport's Chief Executive Geoff Culbert has thanked all those involved.

"United is a great way to describe what we've all been through over the past 18 months. I'd like to acknowledge everyone and the extraordinary experience we've all gone through together," he said.





Richard Taggart
Chief Information Officer, Sydney Local Health District

What will you remember?

Over the last two years I've really found it some of the most challenging of my career. We've dealt with some really wicked problems whilst also dealing with the issues of lockdown and the impact of COVID on the world. But, at the same time it has been some of the most rewarding in my career. The way we've been able to pull together as one big district, one big family and to use the tools we have available to deliver care in new and more meaningful ways has been truly inspiring.

ICT Services

- Delivered over 250 projects, including those focused on supporting the response to COVID-19
- Developed a COVID-19 clinic online check-in form
- Developed a Building Access Pass for all District facilities (more than 14 sites) to support patient, staff and visitor contact-tracing
- A system to support COVID-19 testing for all 3,500 quarantine and police hotel workers at more than 24 sites at the start of every shift
- Designed a fully-digital, world-first, human-centred, end-to-end vaccine management solution to support the first NSW Health Vaccination Centre (at Mallett Street) with capacity to vaccinate 12,000 people per week. In March, the system was adapted to support the Mass Vaccination Centre at Sydney Olympic Park
- Developed a fully closed loop medication management system for COVID-19 vaccines. Automated and intelligent systems seamlessly document all management and administration information, integrated with the District's administration record system, eMR, staff program and the Australian Immunisation Registry
- Introduced an enhanced refrigerator monitoring system to enable 24/7 remote tracking of Pfizer vaccines in cold-storage environments

Capital Assets, Property and Engineering

- Modified and repurposed spaces to support the District's response to COVID-19
- Designed and built clinic spaces for the NSW Health Vaccination Program in Sydney Local Health District including Sydney Olympic Park (in 20 days), RPA's Mallett Street Centre, Canterbury Hospital, Sydney Dental Hospital and more than 25 pop-up clinics - including the Old Redfern Post Office and Ultimo Community Centre
- Supported the stand up of COVID-19 Testing Clinics - at RPA, Concord and Canterbury Hospitals, Redfern Health Centre and various locations in the community
- Redesigned and modified wards/areas in our hospitals and services including ICU redesign/ expansion at both RPA and Concord Hospitals, more than 25 inpatient wards into COVID-19 wards and support services - including the COVID-19 Support Centre (call centre), District training hub, staff resource and break areas
- Partnered with Strategic Relations and Communication to support the District's COVID-19 communication strategy, installing and maintaining signage packages to keep our staff and the community safe at all District facilities, testing clinics, and vaccination centres



Population Health and Diversity Hub

“What we did was bring our service to the heart of the community, listened to their needs, talked about what we were doing in their language and supported them through processes, which often are confusing and overwhelming.” Shih-Chi Kao, Manager, HIV Related Programs Unit, Sydney Local Health District.

- Supported sustained contact tracing for District
- In-language media and materials – supported the production of more than 650 multilingual assets, 675 broadcast media announcements and more than 70 print media articles across more than 20 priority languages
- Cultural support at COVID-19 testing and vaccination clinics - Core staff and the Cultural Support Program provided culturally appropriate, in-language support for contact tracing, testing clinics and vaccination centres at facility-based, pop-up, drive-through and airport locations
- Conducted a Multicultural Leader’s COVID-19 Vaccination Forum, in March 2021 in collaboration with Strategic Relations and Communication, during which 55 community leaders, representing nine CALD communities, were given the opportunity to ask and raise issues regarding COVID-19 vaccinations and their communities



Barbara Luisi
Director of the Diversity Programs and Strategy Hub, Sydney Local Health District

What will you remember?

There are so many days that I was so proud. I was so proud of my team. I was so Proud of where I worked. I've never been more proud of my work in the District. What I will remember is the Camaraderie and that absolutely shared sense of purpose that we felt. We felt like we were on a mission... and we were all in it together. We lived it and breathed it and we all felt there was a job to be done - and it didn't matter what that job was, how trivial or menial it felt, or how big and impossible... we had a job to do and we just did it. We rolled up our sleeves and made what felt like the impossible possible.

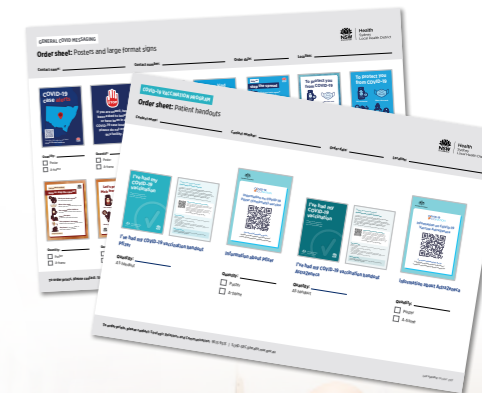


Help us

stop the spread

Strategic Communication

- Supported staff communication with more than 60 messages sent from the Chief Executive to all staff during the financial year; regular virtual staff information sessions and produced a COVID-19 intranet platform to provide a one stop shop for staff with the latest information, here staff also had access to the latest COVID-19 resources, signage and order sheets developed in the District
- Worked in partnership with the District’s Diversity Hub and Capital Works Teams to deliver deliberate, strategic signage and wayfinding packages to support staff, services and the community throughout our pandemic response in English and up to 27 languages (utilised across NSW Health)
- Worked in partnership with the Diversity Hub, our Aboriginal Health Staff and the Aboriginal Medical Service Redfern as well as our Disability Services to develop key resources and information for our community in up to 27 languages for digital, posters, and video platforms (utilised across NSW Health)
- Produced 43 live streamed events this year with over 9,000 participants, including the District’s first virtual Annual General Meeting – “An Extraordinary Year” – attended by participants at 230 locations
- Led the strategic communication, wayfinding, design, promotion for the NSW Health COVID-19 Vaccination Program Communication collateral (utilised across NSW Health)
- Reached audiences in Sydney Local Health District and beyond through our digital storytelling strategies and platforms: SydneyConnect continues to grow with an additional 100 stories published this financial year and 596,992 home page views, more than 400 videos were produced to help share key health messages and to support our community. Many videos were produced in partnership with community members and leaders. We saw a 14 per cent increase in followers on Instagram to 2,729. Other District platforms include Vimeo, YouTube, Instagram, Twitter and Facebook.
- Coordinated the distribution of donations received from the community and delivered and distributed to staff across all District facilities and clinics
- Created and led the COVID-19 safe Christmas celebrations for the District, including decorations, staff gifts and virtual Christmas carols





Sydney Local Health District
4 August

Our staff come to work every day to make life better for others.

To save lives; to improve lives; and to help wherever they can.

Since early last year, they've gone above and beyond to deliver more services than we ever thought possible - while continuing to provide world-class care across our hospitals and health facilities.

Almost every staff member you will encounter across our District has willingly taken on new roles or substantially greater responsibilities during this pandemic to ensure you and your loved ones are safe.

We understand that life is uncertain at the moment, and at times, frightening and frustrating.

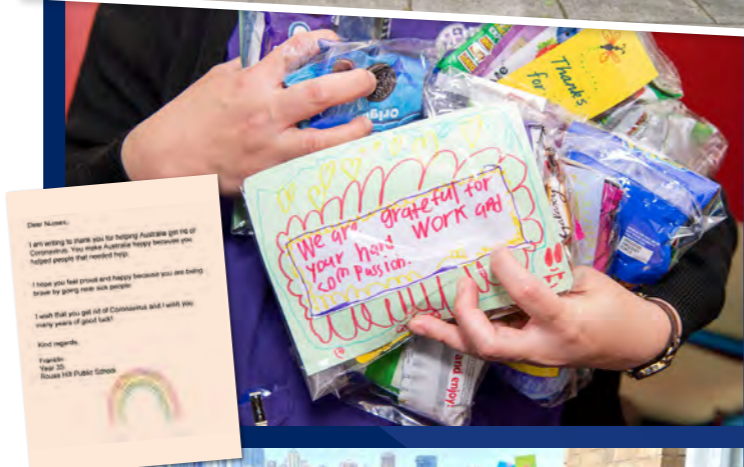
It's been a long and challenging journey for all and it may get worse before it gets better.

But please be kind to our people. Please be patient and understanding.

We will always be here for you, and we will always do our best.

Thanks for continuing to support us.

Like Comment



Exhibition captures an extraordinary year

Sydney Local Health District partnered with renowned Sydney artist Simon Fieldhouse to document key moments of its COVID-19 response, culminating in a special exhibition for staff, An Extraordinary Year.

The District commissioned Fieldhouse to create a series of artworks in real-time as the pandemic unfolded during 2020.

Six of Fieldhouse's intricate ink and watercolour prints are on display in the District's COVID-19 Vaccination Centre at RPA.

"We commissioned Simon Fieldhouse to produce a series of artworks, working alongside our own communication team, to capture and document the strength, resilience, camaraderie, innovation, courage and kindness of our people who've worked together to keep all of us safe," Dr Teresa Anderson, the District's Chief Executive, said.

The artworks depict the District's COVID-19 Operations Centre, Australia's first virtual hospital, **rpa**virtual, teams working in microbiology and pathology laboratories, drive-through testing clinics, screening operations at Sydney Airport and a COVID-19 hospital ward.

Fieldhouse worked from thousands of photographs, many taken by photographers in the District's Strategic Relations and Communications team, to create the series.

The artworks on display are the first of 12 in the collection which Fieldhouse will produce for the District. The final work will focus on the COVID-19 Vaccination Centre.

"It's been an incredible privilege to be able to document the pandemic as it unfolded," Fieldhouse said.

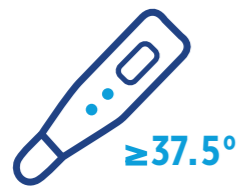
"It's been an opportunity to record what has happened during this time. It will serve as a reminder of what we've all been through," he said.



Got symptoms? Get tested.

Anyone with COVID-19 symptoms should be tested.

Symptoms include:



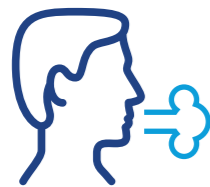
fever



cough



sore throat



difficulty breathing



loss of smell



loss of taste

Other reported symptoms of COVID-19 include:

fatigue, runny nose, muscle pain, joint pain, nausea/vomiting, diarrhoea, loss of appetite or other flu symptoms.



Testing is free, quick and easy
nsw.gov.au/covid-19



Got symptoms?

According to the World Health Organisation, the most common symptoms of COVID-19 are **fever, dry cough and fatigue**. Other symptoms can include - loss of taste or smell, nasal congestion, conjunctivitis, sore throat, headache, muscle or joint pain, different types of skin rash, nausea or vomiting, diarrhea, chills or dizziness, shortness of breath, loss of appetite, confusion, persistent pain or pressure in the chest, high temperature.

COVID-19 testing

Sydney Local Health District established the very first COVID-19 Testing Clinic at RPA Hospital in early 2020. Since then, **staff have tested more than 2,037,423 people** at locations right across the District.

More than **46 million COVID-19 tests have been conducted nation-wide** - each time community members doing their part to help stop the spread of COVID-19 in our communities.

46 million





Summer Hill drive-through COVID-19 Clinic milestone

The Sydney Local Health District team at the Summer Hill drive-through COVID-19 Clinic celebrated 12-months since the clinic opened.

It was the first drive-through clinic set up in New South Wales, as part of the District's response to the COVID-19 pandemic.

"It's a simple set-up. It's been functioning well and working efficiently," Sue McGrady, a Nurse Manager at RPA who helped establish the drive-through, said.

The team at the clinic has carried out more than 110,000 tests and so far, the busiest day has been 20 December 2020 when 718 tests were completed.

About 25 staff worked across the clinic's three testing stations every day.

In June 2020, one of them, Child and Family Nurse Mary Milne, invented Murph the sock puppet who has helped thousands of children to keep calm while getting a COVID-19 test.

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

The sock puppet is now used across all of the District's COVID-19 clinics, at Special Health Accommodation and by the Flying Squad.



Canterbury Hospital expands COVID-19 testing



Sydney Local Health District expanded the capacity of its COVID-19 Testing Clinic at Canterbury Hospital, and urged anyone with the mildest symptoms to get tested.

NSW Health named the Canterbury-Bankstown, Fairfield and Liverpool local government areas (LGAs) as places of concern - because the virus is continuing to spread in those communities.

"We're opening our expanded COVID-19 testing facilities at Canterbury Hospital to ensure we're keeping our community safe," Kiel Harvey, the hospital's General Manager, said.



COVID-19 testing locations



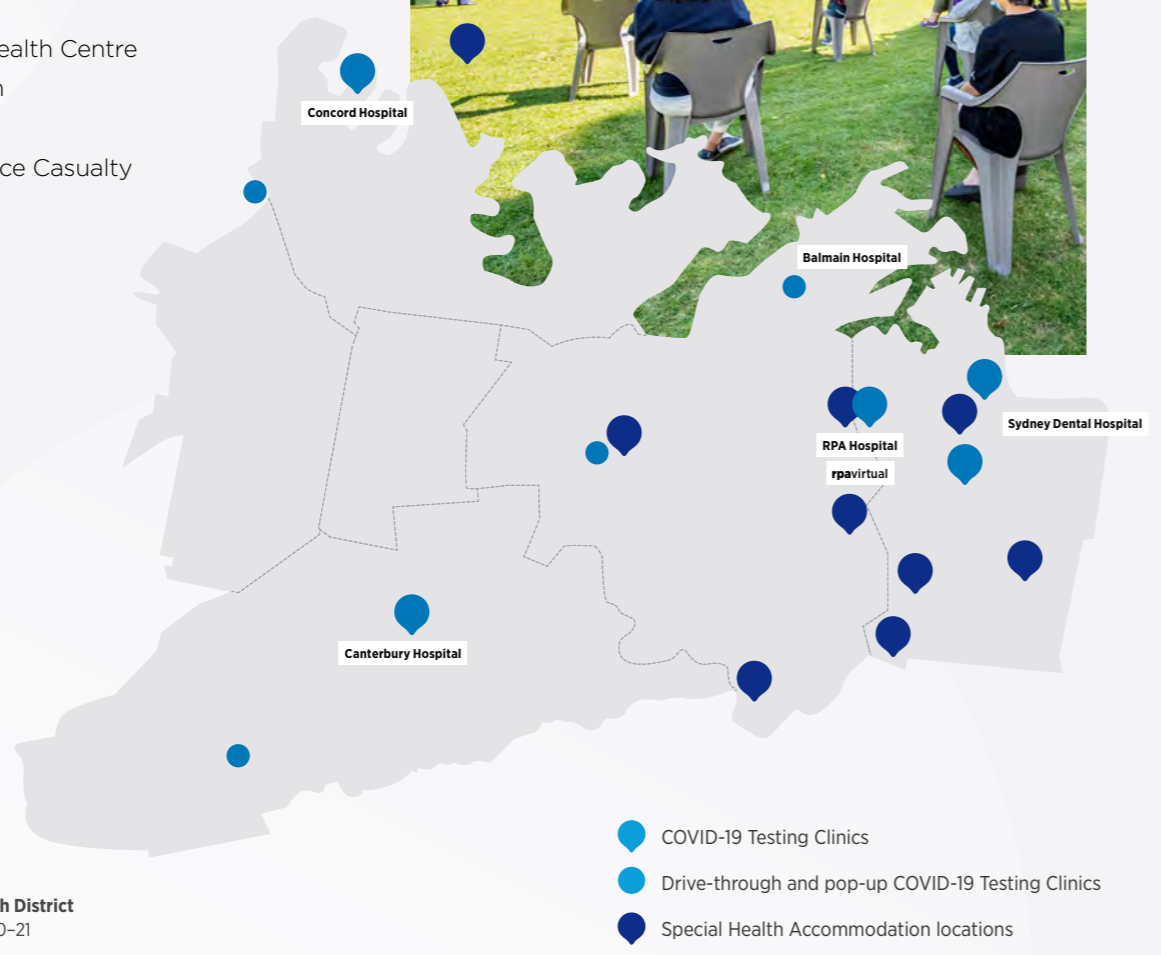
Facility COVID-19 Clinics

- Royal Prince Alfred Hospital
- Concord Hospital
- Canterbury Hospital
- Redfern Community Health Centre
- Central Railway Station
- Eddy Avenue
- Balmain General Practice Casualty



Drive-through COVID-19 Testing Clinics

- Summer Hill
- Rozelle
- Bressington Park
- Sydney Olympic Park
- Roselands



- COVID-19 Testing Clinics
- Drive-through and pop-up COVID-19 Testing Clinics
- Special Health Accommodation locations

COVID-19

NSW Health Vaccination Program – Sydney Local Health District

In February 2021, the COVID-19 Vaccination Program commenced in Australia.

NSW Health initially established Vaccination “hubs” at RPA, Westmead and Liverpool Hospitals – they opened on 22 February 2021.

Between 22 February 2021 and 31 October 2021 – 35,629,967 doses of vaccine were given across the nation.

STATE-WIDE (NSW)

12,377,745

doses administered

SYDNEY LOCAL HEALTH DISTRICT

1,404,968

doses administered

35,629,967



Vaccination Program

Vaccination is a critical component of the recovery stage of the COVID-19 plan.

In 2021 the District established a COVID-19 Vaccination Management Committee. The District's long standing Disaster Manager became the General Manager, Sydney Local Health District Vaccination Program – to manage the roll out in the District.



Did you know?

Three vaccines are available in Australia*
They are the Pfizer Comirnaty, Moderna Spikevax and the AstraZeneca Vaxzevria vaccines.



Did you know?

According to the World Health Organisation*

The first mass vaccine program for COVID-19 started in December 2020 – since then there have been campaigns in at least 206 economies for 13 vaccines.



Royal Prince Alfred Hospital (88 Mallet Street) Vaccination Hub

Officially opened 22 February 2021

- One of the first three Vaccination Hubs established in NSW
- Initially for Priority Phase 1A, 2A and 1B Pfizer vaccinations
- Initial capacity for 1,200 per day (Monday – Friday)
- Expanded to 2,000 capacity per day (June 2021)
- Expanded to 4,500 capacity per day (August 2021)



Airport Vaccination Clinic

Officially opened 9 March 2021

- Initially for Priority Phase 1A, 2A Pfizer vaccinations at Sydney International Airport
- Initial capacity 250 per day Monday – Friday
- Expanded to 600 per day (August 2021)

NSW Health Vaccination Centre Sydney Olympic Park (Mass Vaccination Centre)

Officially opened 10 May 2021

- First Mass Vaccination Centre of its kind ever established in NSW
- Increased capacity by also offering AstraZeneca Vaccine from 25 May 2021
- Initial capacity for up to 5,000 per day (Monday – Friday)
- Expanded to 7,000 (June 2021)
- Expanded to 10,000 (August 2021)



Professor Ian Caterson

Medical Lead COVID-19 Vaccination Centre, RPA
Deputy Clinical Director, Professor of Human Nutrition, Clinical Academic and Endocrinologist

What will you remember?

I think the thing that has struck me most over the last 18 months - two years are our people. They've done so much. They've done so much, so quickly. They've learned, pitched in, they've been cheerful. They've been wonderful. And it's been great to work with them in a team.

Canterbury Hospital Vaccination Clinic

Officially opened 25 June 2021

- Initially for inpatient/outpatient vaccinations for high-risk groups
- Expanded capacity to boost vaccination rates in Canterbury/Bankstown LGA during Delta Outbreak

Inpatient vaccination teams

August and September 2021

- Inpatient vaccination teams extended from Canterbury to Balmain, RPA and Concord Hospitals

NSW Health Vaccination Centre Bicentennial Park (Waterview)

Officially opened 23 August 2021

- To support vaccination for all people 12 years and over
- Closed Sunday 17 October as restrictions eased and venues were allowed to reopen
- Expanded capacity to boost vaccination rates in Canterbury/Bankstown LGA during Delta Outbreak



Community mobile (pop-up) vaccination locations



- Lakemba (LMA and Parry Park)
- Campsie (Community Health Centre and Orion Club)
- Riverwood (Morris lemma Centre and Riverwood Community Centre)
- Glebe (Peter Forsyth Auditorium)
- Greenacre (The Acres Club)
- Sydney Markets
- Waterloo
- Redfern (NCIE, Old Post Office)
- Burwood (Club Burwood)
- Belmore (All Saints Church)
- Punchbowl
- Marrickville
- Ashfield
- Ultimo
- Camperdown
- Zetland (Green Square Library)



- NSW Health Vaccination Centres
- NSW Health Mobile Vaccination Program Locations

Outreach and mobile vaccination clinics

Outreach Mobile Vaccination Clinics commenced operations on 5 May 2021. They were established to support vulnerable populations and people unable to attend one of the bigger centres.

Mobile vaccination teams reached people in *residential aged care facilities, disability support homes, border workers, chronic outpatients, those who are homeless or at risk of homelessness.*

In July, the Mobile Vaccination Clinics were extended to suburbs particularly affected during the Delta Outbreak. The first of these community pop-ups followed a meeting of Community Leaders and was held at the Lakemba Mosque in partnership with the Lebanese Muslim Association.



Facts

Mobile Vaccination Teams conducted **372 clinics** from 5 May to 31 October with more than **66,490 vaccine doses** given.

Community clinics

229 clinics at 26 venues with more than **65,000 vaccine doses** administered

Outbreak management team, social housing, vulnerable population clinics

67 clinics at 30 venues with more than **940 vaccine doses** administered

Quarantine facilities

41 clinics with more than **270 vaccine doses** administered

Port authority

9 clinics with almost **130 vaccine doses** administered

RACF additional clinics

26 clinics with more than **80 vaccine doses** administered

66,490

Vaccination milestones



10,000, Sydney Olympic Park



50,000, Sydney Olympic Park



100,000, Sydney Olympic Park



100,000, RPA Centre



500,000, Sydney Olympic Park



More than 1.4 million vaccine doses administered



District receives NSW Premier's Award



Sydney Local Health District has been recognised at the 2021 NSW Premier's Awards, for setting up and managing the NSW Health Vaccination Centre at Sydney Olympic Park, as part of its response to the COVID-19 pandemic.

The District was named the winner of the **Putting the Customer at the Centre** category for its entry - Welcome to the NSW Health Mass Vaccination Centre.

"The award is testament to everyone's commitment to work together to achieve a common goal, helping to vaccinate as many people as possible, as quickly as possible, across NSW," Dr Teresa Anderson, the District's Chief Executive, said.

The Centre's Medical lead, Dr James Edwards said it was an honour to work there.

"I've been in health for 25 years but I can't really think of a time where I've seen a team come together [so well]. Not just medical and nursing but Pharmacy, IT, administrative staff, security, there are so many people who've made this vaccination centre what it is," Dr Edwards said.

"This place has been fantastic and the feedback from the community has been incredible and it's a real honour to have been a part of it," he said.



Lainie Anderson
Director of Operations, COVID-19 Vaccination and Screening Program, Sydney Local Health District

What will you remember?

The significant milestone of commencing staff orientation at the NSW Health Vaccination Centre. Everyone had come from throughout the state from an array of industries to help with the pandemic response. Seeing their excited faces as they explored the Centre and their appreciation for the tireless effort made to set it up in only 19 days felt like an omen that the rollout would be a success with positive patient experience at the centre of our role.



Pharmacy

Pharmacy Services are based at RPA, Concord, Balmain and Canterbury Hospitals. The focus is ensure quality use of medicines for hospitalised patients and outpatients in a safe, judicious and cost effective manner.

This year services expanded to support the preparation and safe storage of COVID-19 Vaccines at RPA, Sydney Airport and the NSW Health Vaccination Centre at Sydney Olympic Park as well as Mobile Vaccination Programs in our community.

HIGHLIGHTS

- Established processes for storage and transport of COVID-19 vaccines including the use of freezers and ultra low temperature freezers - more than 80 deliveries between February and November 2021
- Managed four ultracold freezers, three -20 degree freezers and approximately 20 vaccine refrigerators with 24/7 monitoring, five portable vaccine refrigerators and 15 vaccine eskies to transport more than 232,000 vials to the vaccine areas. Each vial contains between 6 and 10 doses
- Developed processes for the preparation of COVID-19 vaccines including equipment trials on behalf of NSW Health
- Developed and delivered training and validation in safe preparation of the Pfizer Comirnaty, Moderna Spikevax and the AstraZeneca Vaxzevria vaccines. These vaccines have complex cold chain requirements and must be used within six hours of preparation
- Trained more than 600 staff in vaccine preparation
- Prepared more than 1.4 million COVID-19 vaccines in syringes at more than 29 locations during 2021, all were labelled with a barcode to transfer information into the Australian Immunisation Register. Vaccines were prepared at 29 sites including school gymnasiums, clubs, libraries and Town Halls
- Developed an Australian first, closed loop vaccination system for COVID-19 vaccines in collaboration with ICT. Every step from the arrival of the vaccine at the hospital to the vaccination can be electronically tracked
- Established innovative service provision models to ensure medication continuity for patients quarantined in Special Health Accommodation, shared with other jurisdictions
- Established postal service for outpatients to minimise the need for patients to come back to the hospital for medication
- Developed innovative student placement programs with the University of Sydney, including the medication reconciliation program and the vaccine placement at Sydney Olympic Park



Facts

- The Pfizer Comirnaty vaccine comes in shippers packed in dry ice. These need to be transferred within 5 minutes of opening a delivery to a frozen or refrigerated environment. More than 80 deliveries took place in 2021. Vaccine was then transferred to the NSW Health Vaccination locations in Sydney Local Health District
- More than 600 staff trained in vaccine preparation
- Prepared more than 1.4 million COVID-19 vaccines in syringes at more than 29 locations during 2021, all were labelled with a barcode to transfer information into the Australian Immunisation Register



Outbreak management

Outbreak Management Groups were formed to support communities in Sydney Local Health District including;

- People with Disability
- Residential Aged Care Facilities
- Vulnerable People and Social Housing
- Aboriginal Cultural Response
- Venues/Businesses

These groups work in partnership with the Public Health Unit and Emergency Operations Centre as well as Acute Hospitals, Special Health Accommodation, **rpavirtual**, Flying Squad, Infection Prevention and Control, Cultural and Language Support teams, Mobile Vaccination Teams, Pathology and are supported by other services as well as key partnerships in the community.

Key roles include outbreak preparedness – supporting community members to quarantine/isolate and lockdown if needed; testing, vaccination and welfare support.



Facts

RACF

- Supported **58 facilities** with Outbreak Management Plans and IPAC preparedness
- **22 red lockdown** management of RACFs
- Low mortality rates of RACF residents within affected facilities
- **26 outreach** vaccination clinics with **81 doses** administered

Disability Group Homes

- **Visited 80 disability group homes** from Sept 2020 to prepare
- **39 site lockdowns** over three months
- **6 COVID-19 positive** cases
- **0 ICU** admissions
- **0 deaths**

Vulnerable People and Social Housing

- **Multiagency desktop review** conducted in 2020 to inform outbreak plan
- **2 site lockdowns**
- **639 COVID-19 positive** cases in Social Housing in July – October 2021
- **60 COVID-19 positive** cases in Boarding Houses in July – October 2021
- Individual isolation support for residents of **16 shared/congregate housing sites**
- **67 pop-up** vaccination clinics at **30 sites**, with **942 doses** administered
- 68% dose 1 and 41% dose 2 DCJ Social Housing vaccination rate – **highest rate in NSW***

Aboriginal Cultural Response

- Supported over **125 COVID-19 positive** patients in Special Health Accommodation and **300** isolating at home
- Over **600 food relief** deliveries, and fulfilled individual requests for shopping items to support isolation
- **73.4%** (16 years+) and **71.8%** (12 years+) **double dose** vaccination rate**



Disability advocate shares COVID-19 vaccination message



Disability advocate Tara Elliffe has a simple message.

“My message is to be brave and have the jab. It’s okay. Just do it,” she said.

Tara was been vaccinated against COVID-19 at the Vaccination Centre at RPA run by Sydney Local Health District.

She has Down syndrome and wants to encourage other people living with a disability to have the COVID-19 vaccination.

“I had my jab and it didn’t hurt at all. I’m here to protect myself from COVID-19 my and families and friends,” Tara, who lives with her parents, said.

“I’d like all my friends to roll-up their sleeve and have the vaccine too. If I can do it, then they can too,” she said.



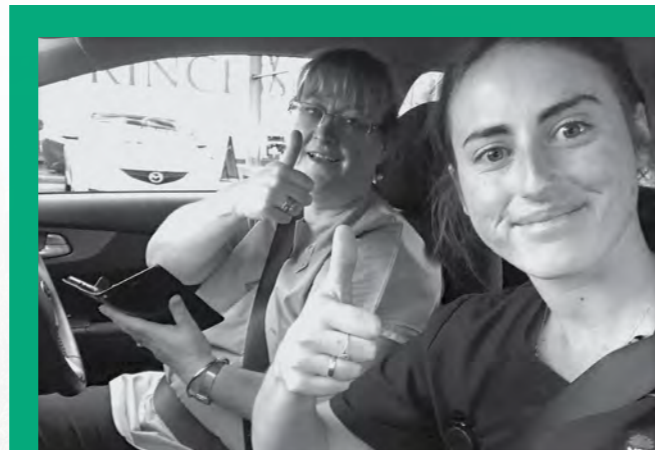
Care in our community

Aged Health, Chronic Care and Rehabilitation

In Sydney Local Health District there are 58 Residential Aged Care Facilities with around 4,700 residents. During the 2020-2021 financial year, staff have provided 2,667 COVID-19 related occasions of service undertaken within RACF's during the past financial year including medical and nursing visits and telecommunication.

We have also:

- Managed daily teleconferencing with PHU, Outreach Nurses and Geriatricians to review Outbreak Management Plans
- Provided infection Prevention Control review and training by Outreach and Infectious Disease consultants with written report and recommendations to each residential facility
- Supported vaccine roll out in partnership with the PHN and the District's flying squad
- Contacted all vulnerable clients to facilitate access to vaccination if required; facilitated and supported mobile vaccination clinics for community dwelling aged care clients living with dementia in their own community/setting; supported mobile vaccination clinics for people living with disability in their own community/day program
- Delivered more than 300 frozen meals to older residents living in their own home, with food safety issues
- Completed weekly welfare checks with our vulnerable clients and carers, including facilitating access to medications, ongoing referrals, medical consultations
- Mailed out a range of Commonwealth and NSW Health COVID-19 communication, along with appropriate translations, to all vulnerable clients
- Facilitated virtual carers programs
- Provided a comprehensive response to many of the 80 disability supported living accommodations SIL ('group homes') in Sydney Local Health District, affected by COVID-19 through exposure or transmission
- Supported 255 Community Visitor volunteers attending RACFs, including facilitated access to vaccinations, infection control training, guidance with how to connect virtually with RACF residents



Julie-Ann O'Keeffe

Operations Manager, Aged Health, Chronic Care and Rehabilitation

What will you remember?

Aged Health reached out to our most vulnerable people and we were able to give them whatever it was they needed at that time to keep them safe... everybody just jumped in and helped and everybody looked out for one another.

Integrated care

- Provided 31 COVID-19 testing pop-ups for Waterloo and Richmond public housing estates, conducting more than 66,000 COVID-19 tests
- Contributed to multi-agency collaborations as part of the District's response to COVID-19 including the Inner City COVID-19 Vaccine Rollout Working Group, Sydney Rough Sleeping COVID-19 Taskforce and the COVID-19 Bulletin for Specialist Homelessness Services.



Special COVID-19 care packages delivered

Sydney Local Health District distributed 2,000 care packages – a sign of its commitment to looking after the most vulnerable members of its community during the latest outbreak of COVID-19.

The care packages include face masks, hand sanitiser and personal care products and a personal note from the District's Chief Executive Dr Teresa Anderson.

"Your health and the health of your family and community are very important to us. We need your help to keep everyone safe," Dr Anderson says in the note.

Dr Anderson also shared key messages about how to be COVID-safe.

"We need you to please stay home unless you really must go out for work, food, medical care or to get tested. Make sure if you do go out you put on a mask. Please follow the latest health advice. If you feel unwell, get tested. It's free."

The care packages have been organised by the District's Integration and Partnerships team led by Director Lisa Parcsi.

"We're working together to protect vulnerable residents – including people who are homeless or at risk of homelessness, the elderly, people living with a disability and those who need mental health care," Ms Parcsi said.





Dedicated team boosts care for District's mob

Sydney Local Health District has ramped up its COVID-19 response, setting up a dedicated team to provide enhanced care and support for Aboriginal and Torres Strait Islander peoples who live in the District.

The District's Aboriginal Cultural Response Team has been established in partnership with the Aboriginal Medical Service Redfern to deliver additional support for Aboriginal people during the latest outbreak.

The District is now caring for an increasing number of Aboriginal people who have been diagnosed with COVID-19, or have been identified as a close contact of a confirmed case, in the community, at Special Health Accommodation or as a hospital patient.

Many of them are under the age of 16.

Walter Towney, a business relationship manager with RPA Virtual Hospital and the District's Digital Transformation Office, is coordinating the team.

"We're working hard to ensure the health and wellbeing of our Aboriginal brothers and sisters –

particularly in Glebe, Surry Hills, Redfern and Waterloo

"We want to show them that we care and that we're here to support them throughout the pandemic," he said.

The District has one of the biggest urban Aboriginal populations in NSW, and many have underlying health conditions that put them at a higher risk of getting COVID-19 than the rest of the population.

The Aboriginal Cultural Response Team is working closely with clinicians at the RPA Virtual Hospital to contact people and offer extra support.

"Our District has extensive experience in caring for vulnerable people who often have complex health and social needs. We're contacting people to see how we can further help them," Mr Towney said.

Residents can be provided accommodation in the Special Health Accommodation, if they are unable to safely isolate at home.

The team is also collaborating with the Department of Communities and Justice, the City of Sydney, Souths Cares and community organisations.

It has also begun to distribute care bags, which include face masks, hand sanitiser and personal care products, and key messages about how to be COVID-safe. Food hampers donated by the City of Sydney, are also being delivered in the community.

The team will soon be joined by local Aboriginal community members who'll champion COVID-19 testing and vaccination.

The District has set up a COVID-19 testing clinic at the Redfern Community Centre which is open from 10am – 4pm seven days a week.

And, free Pfizer vaccines are available at a Koori Vaccination Clinic at the National Centre for Indigenous Excellence for Aboriginal and Torres Strait Islander peoples over the age of 12.

Did you know?

COVID-19 Testing pop-up clinics were also held as needed at suburbs across Sydney Local Health District to support communities during local outbreaks of COVID-19.



Did you know?

Dedicated Koori Vaccination Clinics were set up in partnership with the AMS Redfern, Metropolitan Local Aboriginal Land Council and other community groups at Redfern NCIE, Old Redfern Post Office and in Marrickville.



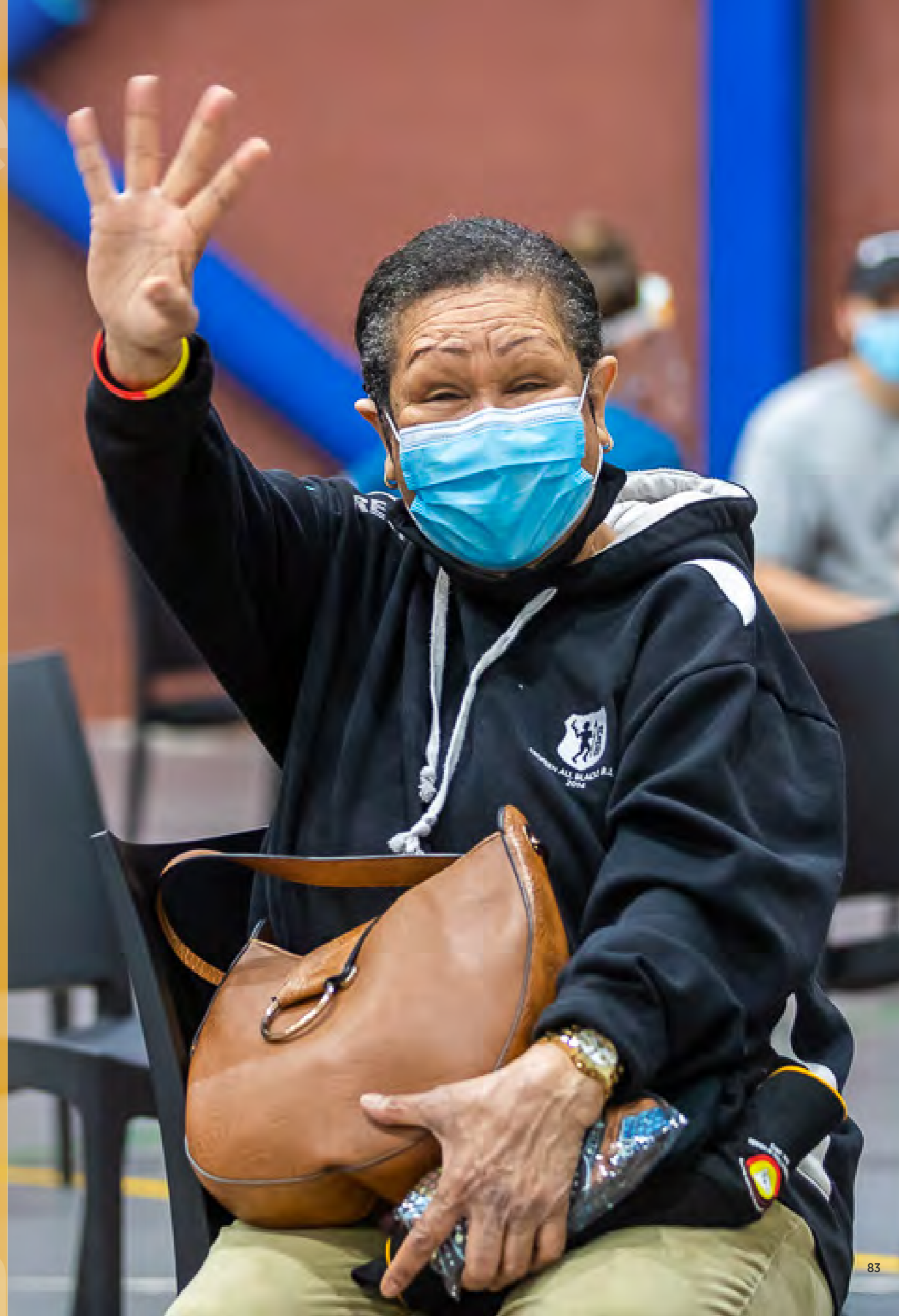
Sydney Language

In Sydney Language... there's a word...

Burbangana

– it means...

**take hold
of my hand
and help me up**



Working together for a better future



CELEBRATING 50 YEARS

Acting Manager Executive Support Unit
Karinya Bellear

My name is Karinya Bellear, I am a Bundjalung woman who has lived and worked proudly with the Redfern community most of my life. I am the first graduate of the Sol Bellear Memorial Graduate Health Management Program Scholarship.

This scholarship meant more to me than just a program. Uncle Sol wasn't just my uncle, he was my god father and he was my friend. And, I hope that wherever I go to from here, I can make him proud.

I was fortunate to do my placements in the Graduate Health Management Program with Dr Teresa Anderson AM, Chief Executive of Sydney Local Health District, Michael Morris, General Manager of Balmain Hospital and the executive team at the AMS Redfern.

This year, during one of the most significant health emergencies in NSW history, AMS celebrated 50 years.



Image: LaVerne and Karinya Bellear

AMS Chief Executive Officer LaVerne Bellear said the strength of the partnership was instrumental at the height of the COVID-19 outbreak in Sydney.

"It was very difficult to attain Personal Protective Equipment (PPE)... and the District came to our rescue... which meant that not only could we keep our staff and patients safe, it also enabled us to keep our doors open. If we didn't have PPE, we would have had to close. The supply and demand was a crucial moment for the whole scenario.

In the spirit of robust partnership, I'd like to thank Sydney Local Health District - it is great to have you by our side.

I was amazed to see the quick turnaround. From being in a 9am meeting where I had put forward a few issues that were happening in the community and by 1pm we had a

rapid testing clinic on the Block at Redfern. That is probably the turning point to saving lives in the Glebe, Waterloo and Redfern area. It was the quick response that was the underlying factor in saving a lot of lives. This is true partnership in working."

From a small two-room shop front in Regent Street Redfern, the Aboriginal Medical Service (AMS) Redfern has grown into a world class health care complex with state-of-the-art facilities and equipment, providing holistic care, services and support to over 6,500 active patients.

The AMS Redfern was the first Aboriginal Medical Service in Australia. This service pioneered community-controlled health care and paved the way for close to 240 Aboriginal Medical Services right across the country.

My journey began when I was very young, I remember back to when I was four or five getting ready to go to marches and demonstrations for Aboriginal rights and equality. Back then I didn't really realise the impact. Every march and every demonstration helped us get to where we are today.

As a child, I had the privilege of sitting, learning and absorbing knowledge that was seen first-hand by the champions who established these services. Not only the AMS Redfern but also the legal services, education, employment and industries lacking Indigenous representation.

Although we have come a long way, there are still injustices and systemic racism that people don't see, which create barriers for my people. In 2008, I started a traineeship as an Endorsed Enrolled Nurse. Working in a hospital was new to me. Caring for patients was fascinating and I knew I would love every day. In my first few months of training, I was asked to do a leg wound dressing for a patient. Eager and excited I walked in with my trolley full of equipment ready to help heal someone's wound. To my dismay the patient loudly swore at me and called me "abo". "We are really scraping the bottom of the barrel if we have to have a coon looking after us...surely there is a normal person here to do this."

Not one person in the full four bed bay said anything.

Although this is not the first time I had experienced racism, it has stuck with me every day since. Not because it changed me but because I think about the young Aboriginal doctors, nurses, cleaners, porters, admin staff who may have the same experience - and chose to walk away from their career and passion. I will continue to strive for bigger and better things... no matter what anyone calls me. I went on to continue my nursing career, completing a Bachelor of Nursing, and became a Registered Nurse, fulfilling one of my life goals.

By working together, we can be stronger, do better and we are capable of real change. The 50 year celebration of the AMS Redfern this year is a celebration of that.

Founded by a group of staunch Aboriginal activists, the AMS Redfern was established in 1971, during a time when Aboriginal people endured neglect and racism in mainstream health services. It was easy to see a need for access to quality and affordable health care that was operated in community for community and centred around Aboriginal health conditions and challenges.



Image: Aunty Dulcie Flower AM

The clinic was entirely voluntary for the first 15 months of operation.

Aunty Dulcie Flower AM, who is still on the Board today, was one of the first nurses at the AMS Redfern and told me about the service's humble beginnings.

"In late July 1971, I was invited to attend a Redfern Aboriginal community meeting convened by South Sydney Community Aid, attended by community members as well as members of the Aboriginal Legal Service and a few doctors. The discussion was about concerns for the incarceration of Aboriginal people due to poor health; in particular loss of hearing, which was noted during court proceedings. Following discussion, it was decided to set up a medical clinic.

A building on Regent Street was available for \$35 per week and a hat was passed around. We now had our first week's rent.

We scrounged for furniture, medical supplies and sold steak and salad at \$5 per plate to raise funds. I was the only Registered Nurse present and had returned to work at a major teaching hospital in early July so like everyone else involved, I volunteered to work at the clinic."

Dr Naomi Mayers OAM, (Aunty Nay) was the first Chief Executive Officer of the AMS Redfern, serving over 45 years. She is the longest serving female CEO in Australia.

"The Medical Service was set up in 1971. I was in Melbourne then. But they said, come up and help us, because I had done nursing down there. So, when I came back up here to Sydney in October 1971, I was on the Board and then I went for the coordinators position. That's when I started working at the AMS, in 1972. Young medical doctors, including Fred Hollows, Andrew Refshaug, Paul Torzillo and Marie Bashir, amongst others, volunteered their time. Locals created an improvised ambulance service. The community would go pick up patients in their cars. The doctors used to start about half-past-three in the afternoon and work until ten o'clock at night."

One of the many initiatives established by the AMS Redfern was the Aboriginal Health Workers course which commenced in 1984. Today, the training program continues within tertiary settings and Aboriginal Health Workers are an established part of Australia's health landscape.

Today, the AMS Redfern is a first class health facility providing a range of services and holistic culturally appropriate health care, to the Aboriginal community. The AMS Redfern has continued to evolve and lead the way in Aboriginal health.

CELEBRATING

The AMS Redfern has developed and fostered important links and partnerships with other health bodies in Sydney and the nation. It remains one of the largest and busiest Aboriginal health services in Australia.

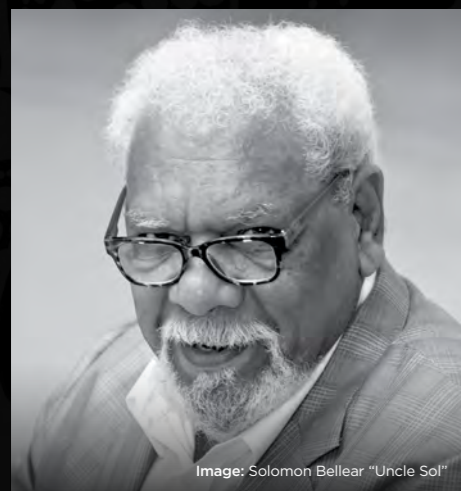


Image: Solomon Bellear "Uncle Sol"

Solomon Bellear, or Uncle Sol as he was known to everyone everywhere, was one of the key founders of the AMS Redfern and long-serving Chair of the AMS Redfern Board until his passing in 2017. He was an active and influential Redfern community figure, relentless in the fight for Aboriginal rights, equality and justice.

Uncle Sol advocated for many things. He was dedicated and passionate about Aboriginal self-determination, proper treaties for our people and Aboriginal control of Aboriginal lives which included delivery of health services, legal services and land rights to empower Aboriginal people and communities.

To honour Uncle Sol's legacy, Sydney Local Health District, in partnership with the AMS Redfern, established the Sol Bellear Memorial Graduate Health Management Program Scholarship. This is an exciting opportunity to provide a comprehensive pathway for training and career progression into health management.

It is only now that I realise how my career was shaped - growing up being around meetings and gatherings, at the family dinner tables, in the parks while the old people were yarning about what was needed, how it was going to be done and why, by people who were dedicated to empowering Aboriginal people and Aboriginal communities. They have led the way for others to continue to make a difference for a better future.

"We've made great strides, but I agree with Aunty Nay Mayers, who told me there's more to do"



Image: Aunty Nay Mayers

"We've come a long way since the Aboriginal Medical Service first opened its doors, thanks to the efforts of so many people. Of course there remains much work to be done and I urge the younger generations to continue fighting to close the gap in Aboriginal and Torres Strait Islander health outcomes"

**50 years strong!
Congratulations AMS Redfern**



About the Sol Bellear Memorial Graduate Health Management Program Scholarship

The Sol Bellear Scholarship is an opportunity to work in the community and closely with senior executives of both the Aboriginal Medical Service (AMS Redfern) and Sydney Local Health District, learning from the top-level management while gaining frontline experiences. It offers the recipient the opportunity to harness their capabilities, knowledge and experiences and to grow emerging future Aboriginal leaders and executives in healthcare.



50 YEARS

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.

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



HIGHLIGHTS

- Supported the COVID-19 pandemic response* conducting more than 51,000 COVID-19 tests at the Rozelle drive-through testing clinic, redeploying staff to support the COVID-19 Vaccination Program and Flying Squad at Sydney Airport and vaccinating in-patients
- Implemented the eMeds Insulin Power Plan to improve patient safety and reduce endocrine-related hospital acquired complications
- Worked with **rpa**virtual to develop a new model of care for rehabilitation in the community
- Developed a virtual home-based fitness program for outpatients
- Established a Palliative Care Champion program to assist nursing staff to further develop their skills to support patients and families with palliative care needs
- Created End of Life Care Packs in collaboration with the Balmain Consumer Committee, the District's Palliative Care service, the Aboriginal Health Unit and the Balmain Library Knitters Group
- Upgraded key infrastructure including a lift modernisation project
- Launched the Family Experience and Get Togethers program via telehealth, to allow patients to better connect with family and friends during the pandemic
- Implemented telehealth consultations to increase patient access to services during the pandemic response



Provided care to 1,505 inpatients and 59,403 outpatients throughout 2020-21





Canterbury Hospital

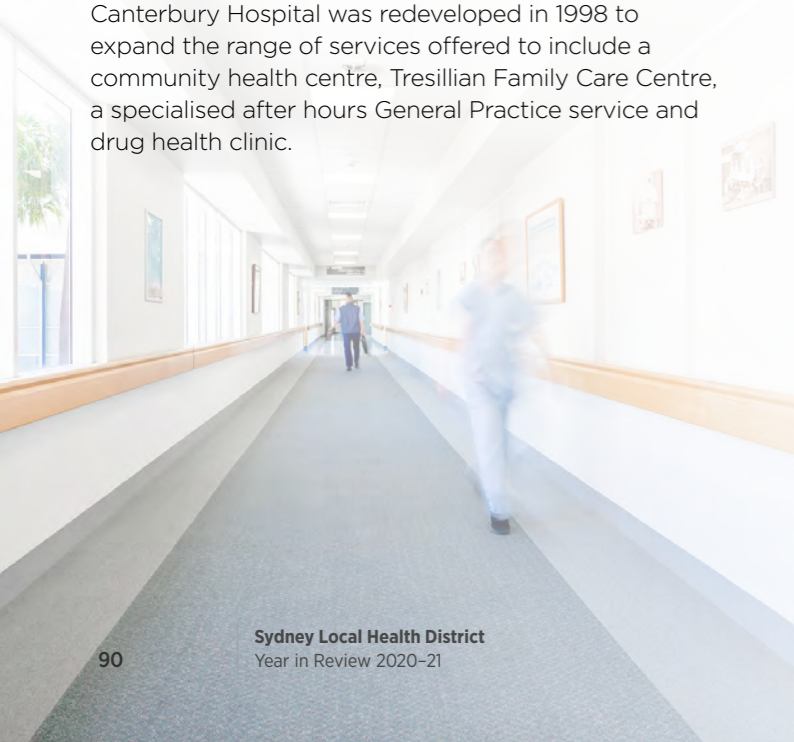
Canterbury Hospital is a metropolitan acute general hospital which has provided care for our community since 1929.

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

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

In December 2020, works were completed on a \$6.5 million upgrade to the Emergency Department.

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.



HIGHLIGHTS

- Supported the COVID-19 pandemic response* conducting almost 5,000 COVID-19 tests a day at the Canterbury-Hurlstone Park RSL drive-through testing clinic, caring for patients with COVID-19 in hospital and establishing a COVID-19 vaccination clinic
- Celebrated the opening of the \$6.5 million Emergency Department upgrade with staff and community
- Commenced planning for the redevelopment of Canterbury Hospital
- Expanded Paediatric Hospital in the Home, allowing children to go home earlier
- Welcomed the first babies born in 2021 in Sydney Local Health District - they have lifelong digital health records in PowerChart Maternity, assuring continuity of care throughout each life stage
- Commenced construction of a new Aboriginal cultural garden
- Welcomed the donation of a Panda Neonatal Resuscitator Unit, a special examination bed for critically ill newborns thanks to Canterbury Leagues Club
- Welcomed the donation of a neonatal jaundice detector to better allow staff to screen and diagnose babies for jaundice either in the Special Care Nursery or on home visits thanks to the Humpty Dumpty Foundation
- Developed the Multicultural Access Plan
- Commissioned local artists to create new artworks centred around healthcare, for the wellbeing of patients, visitors and the community

*details about the District's response to COVID-19 are available from page 24



Simon Fieldhouse





Concord Hospital

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

Concord Hospital is part of Sydney Local Health District's network of hospitals and services and offers a comprehensive range of speciality 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.

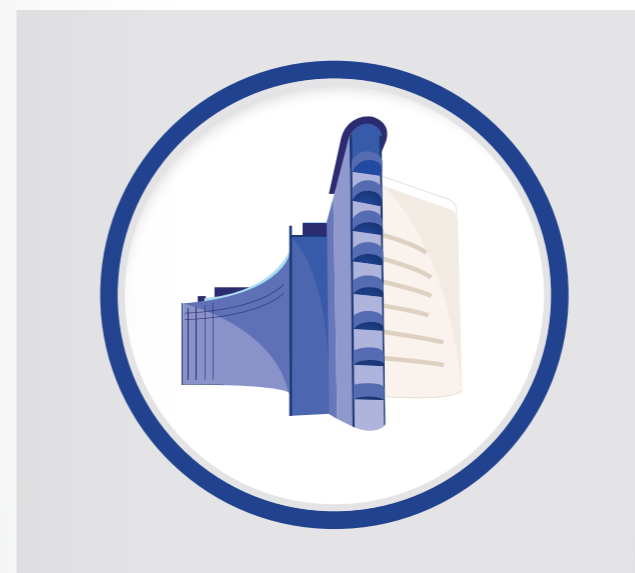


HIGHLIGHTS

- Supported the COVID-19 pandemic response* conducting 87,000 COVID-19 tests at Concord Hospital's COVID-19 Clinic, Emergency Department and drive-through clinics at Bressington Park and Sydney Olympic Park, redeployed staff to assist Special Health Accommodation, COVID-19 testing and the NSW Health Vaccination Program and cared for critically unwell patients with COVID-19 in hospital
- Continued works on the \$341 million redevelopment of Concord Hospital. A topping out ceremony was held to celebrate the new Clinical Services Building reaching its highest point. The first patients were welcomed in September to support the COVID-19 response
- Upgraded helipad to help emergency patients access specialist care at Concord
- Officially opened Fussell House in June 2021 — accommodation for veterans and their families while being cared for at the National Centre for Veterans' Healthcare
- Launched Bulbuwal Mudjin Midwifery Clinic, to support local women and families with the Midwifery Group Practice model of care
- Concord Hospital's Asbestos Diseases Research Institute achieved status as a WHO Collaboration Centre



38,106
Emergency Department presentations



50,094
admissions

642,000
outpatient appointments



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 internationally.

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.

A \$750 million redevelopment of RPA is underway, the most significant transformation in the history of the hospital.

HIGHLIGHTS

- Supported the COVID-19 pandemic response* including participating in the state's expert review panel, expanding ICU and standing up COVID-19 wards to provide care to critically unwell patients with COVID-19 in hospital, COVID-19 testing and laboratory specimens and opening one of the first COVID-19 vaccination centres in NSW

- Commenced planning, user engagement and early and enabling works, for the \$750 million redevelopment of RPA, the most significant transformation in the history of the hospital
- Announced and commenced building works for the state's first Parents and Baby Unit for people with severe mental illness
- Launched Australian first \$12 million Quadra PET CT Scanner. The total body scanner allows clinicians to see in real time what's happening in a patient's brain, heart, liver and other organs in the abdomen and pelvis simultaneously
- Continued to be an Australian leader in Haematology, Cell and Molecular Therapies and research - becoming the first NSW site initiated for the NSW Immune Effector Cell (IEC) Therapy program to provide life-saving Chimeric Antigen Receptor (CAR)-T cell therapy for patients with lymphoma and acute lymphoblastic leukemia. The RPA Institute of Haematology is one of two Australian Haematology Units to have commenced therapy in allogeneic (from donor) CAR-T therapy, and the only unit in NSW performing CAR-T therapy for myeloma
- The RPA Hospital Stem Cell Transplant Unit performed a record number of 71 transplants in 2020
- Developed and implemented the Direct Access Colonoscopy Service screening patients for a range of health issues including cancer, anaemia, inflammatory bowel disease and unexplained weight loss
- RPA Neuropathology appointed as the central reference laboratory for new Australian brain tumour clinical trials
- Led world-first study to treat COVID-19 patients with cardiac complications
- Awarded a National Value-Based Healthcare Award for the Bronchiolitis program - an innovative District-wide initiative focused on enhancing care for infants with bronchiolitis
- Commenced an injection clinic to enhance the outcomes for Ophthalmology patients
- Launched the Green Light Research Institute at RPA Hospital bringing together research and training opportunities in the Emergency Department with a focus on acute medical conditions like trauma care, stroke, acute cardiac conditions, mental health and sepsis management





HIGHLIGHTS

- Supported the COVID-19 pandemic response* providing safe care for high volumes of returning travellers to Australia and clinical care for more than 1,700 COVID-19 positive patients and 11,000 COVID-19 negative patients in Special Health Accommodation
- Cared for more than 18,700 patients this year including care for people with COVID-19, antenatal and paediatric care, a minor fracture clinic, medication and symptom monitoring
- Introduced a new Digital Patient Navigator role to support the digital literacy of patients - the first role of its kind in the state
- Awarded the 2020 NSW Premier's Award for Excellence in Digital Innovation
- Selected as an exemplar COVID-19 Model of Care by eHealth NSW
- One of six finalists in the inaugural National Value-Based Healthcare Awards
- Expanded the Virtual Care Centre workforce to a multidisciplinary service with specialised positions
- Key investigators in more than 20 research projects
- Established a new rpa virtual Consumer Network to ensure active, meaningful and collaborative partnerships with consumers



18,700
patients received care this year





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 while 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 over 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.

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.

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

HIGHLIGHTS

- Supported the COVID-19 pandemic response* which included providing urgent and emergency care to the community, redeployed over 300 staff to support vaccination, COVID-19 testing and logistics
- Introduced the use of artificial intelligence in orthodontic care via a smart phone app designed to monitor patients' dental treatment progress
- Collaborated with Aboriginal Elders in the community to provide Oral Health information with the Women's group
- Established an Aboriginal New Graduate Oral Health Therapist program and recruited the first Aboriginal New Graduate Oral Health Therapist
- Continued to work in partnership with the AMS Redfern and Metropolitan Local Aboriginal Land Council surrounding the implementation of the Partnership Agreement and Social Determinants of Health Plans
- Developed new models of care for Sydney Dental Hospital and its healthcare service surrounding the planning of the new RPA HealthOne Green Square
- Planned training for staff to start a pilot program in 2022 for domestic violence routine screening to offer safe appropriate interventions for women attending Sydney Dental Hospital in partnership with the Institute of Women, Children and their Families



Simon Fieldhouse



The Walker Estates

Yaralla Estate

Yaralla is an Aboriginal word for dwelling place.

The Estate 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.

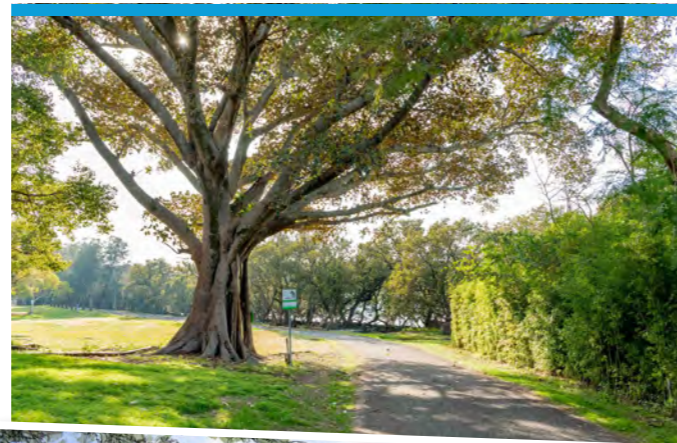
The Dame Eadith Walker Estate is listed on the Register of The National Estates and is classified by The National Trust of Australia (NSW).

Yaralla - for our community

Since 1988 the Estate has remained in use for health-related purposes including for palliative care for people living with HIV-related dementia, a day stay unit for patients with dementia, a rehabilitation clinic 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.



Simon Fieldhouse



Did you know?

Sydney Local Health District completed upgrades to the pathways and the foreshore trail on the eastern side of the Yaralla Estate this year.

Rivendell Estate

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

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

Thomas Walker bequeathed £100,000 to build a convalescent home at Rivendell, on the banks of the Parramatta River. The building, designed by John Sulman, was commissioned following Thomas Walker's 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.

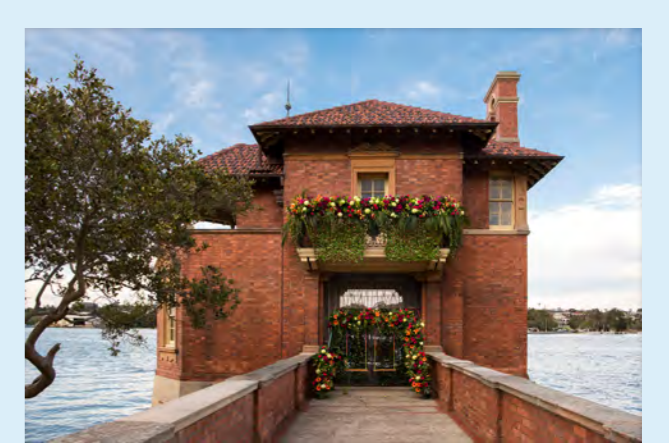
Over 70,000 patients convalesced at the hospital, including servicemen from the 1914-18 and 1939-45 World Wars.

In 1894, the Joanna Walker Memorial Children's 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.

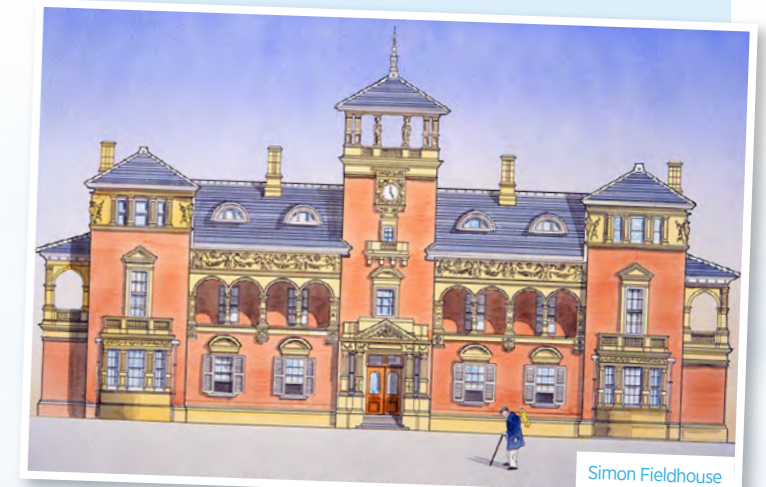
Until 1979, the hospital was administered by the Perpetual Trustee Company but funds were dwindling and provision of a free convalescent hospital was no longer feasible. The hospital was transferred to Sydney Local Health District. It is now home to the Rivendell Adolescent Unit including Rivendell School.

In 1999, the buildings underwent extensive restoration.



Did you know?

The name Rivendell comes from The Hobbit - a novel by J.R.R. Tolkien - in which Rivendell is a place to rest and recuperate - a sanctuary for those on difficult journeys.



Simon Fieldhouse



Staff celebrate upgraded Emergency Department

Children and their families will now experience a more comfortable environment when receiving emergency treatment at Canterbury Hospital, with staff today celebrating the \$6.5 million upgraded Emergency Department.

A purpose-built paediatric area in the Emergency Department features a dedicated waiting area with a play space, seven new treatment spaces, a resuscitation area, specialist isolation area and separate amenities for young patients and their families.

Canterbury Hospital's Emergency Department provides care for more than 45,000 patients every year and 25 per cent of them are children.

A visit to the Emergency Department with a child can be an anxious time. The new paediatric area provides a friendly, welcoming and calming place for young people and their families while they receive their necessary care.

The construction project also included a new entrance to the Emergency Department and upgrades to the existing waiting room, triage area, ED Short Stay Unit and Fast Track areas.

A new Medical Records Department has also been built to allow room for the Emergency Department redesign.



New midwifery clinic opens at Concord Hospital

Maternity care and support will now be on offer closer to home for families in Sydney's inner-west, with a new midwifery clinic opening its doors at Concord Hospital.

The Bulbuwul Mudjin Midwifery Clinic – which translates to 'Strong Families' in the local Aboriginal language – will provide a Midwifery Group Practice (MGP) model of continuity of care.

There are six midwives at the Clinic who'll support women, and their families, through pregnancy, childbirth and the first weeks after the birth of their baby.

"This new service is an important addition for families living near Concord Hospital who are planning to have children," said Dr Teresa Anderson, the District's Chief Executive.

Women will continue to attend RPA or Canterbury hospitals to have their baby. The new Bulbuwul Mudjin Midwifery Clinic at Concord Hospital will allow women to have their antenatal care appointments closer to home.



Fussell House welcomes residents



A new residential accommodation facility for veterans receiving care at the National Centre for Veterans' Healthcare is now open at Concord Hospital.

Funded by a \$6.7 million contribution from the Commonwealth Government, Fussell House features 19 rooms with common living, kitchen, dining and laundry spaces and an outdoor area.

The National Centre for Veterans' Healthcare (NCVH) opened its doors in August 2019, providing a holistic approach to caring for mental and physical health needs of Australia's veterans in one location.

NCVH acting medical director Dr Cameron Korb-Wells said the co-location of Fussell House at Concord Hospital allows veterans who are referred for treatment at NCVH from regional areas or interstate to access affordable short-term accommodation.

Fussell House is named after Lieutenant Michael Fussell, who was killed in action by an Improvised Explosive Device while serving in Afghanistan in 2008.



Canterbury staff go above and beyond for Samson



Samson Cumming was supposed to enter the world more than six weeks after parents Eloise and Tim had packed up their Lakemba home and moved to the Gold Coast to start a new life.

But as Eloise was filling the final boxes for the removalist, her waters broke and Samson was born at Canterbury Hospital the next day, but as a premature baby with a cardiac defect, he needed support in the Special Care Nursery.

With the keys to their house already handed over and their belongings on the way to Queensland, Eloise and Tim were in a bind.

The kind-hearted Canterbury team swung into action, offering them accommodation and making sure Eloise had food and other items after Tim had to make a mercy dash to Queensland to start his new job.

After three weeks of specialist care, Samson was cleared for discharge and is now home on the Gold Coast

In a letter to Canterbury staff, Eloise praised their "flexibility, creativity, thoughtfulness and kindness demonstrated in every interaction".



Paediatric Distraction Trolley

When two-year-old Riley Shelfare needed admission to RPA's Emergency Department for a respiratory infection, parents Chris and Mitch from Rozelle were concerned he would find the environment and treatment overwhelming.

"He'd only ever been in hospital when he was born and we were concerned that having to use a puffer and wear a face mask would be intimidating for him," said Mitch.

But that's where the District's new paediatric Distraction Trolley came to the rescue on its first day of service in the emergency department.

The trolley is stocked with toys, games, puzzles, art supplies and music all aimed at making the environment less stressful for little ones.

"It really helped take his mind off wearing a mask. And it improved the experience for him - as did the ambos who put the siren on for him. His face lit up at that," said Mitch.



RPA ED Patient Wellbeing Trolley

A new Wellbeing Trolley, stocked with games, puzzles, art supplies, music and homemade fiddle mitts, is making a visit to RPA's Emergency Department (ED) less stressful, particularly for the elderly and mental health patients.

"I think it's excellent. I've got something to do. It pre-occupies me because I'm worrying about what's going to happen next," said Sandra O'Keefe, as she focused on a word game while lying in her hospital bed in the ED.

Doctors, nurses and allied health workers were inspired to introduce the trolley because of the rise in the number of people over the age of 65 presenting at hospital EDs - many of whom are affected by the unfamiliar environment.

"EDs are noisy, chaotic and busy places. Sometimes, elderly patients become confused and disorientated," Dr Sinéad Ní Bhraonáin, an Emergency Medicine Consultant at RPA, said.

"In elderly patients with dementia, their frustrations with communication, loneliness, anxiety or pain may be expressed as agitation, wandering, frequent requests for help and calling out," Dr Ní Bhraonáin said.

It's hoped the trial of the Wellbeing Trolley will help to alleviate these behavioural and psychological symptoms of dementia (BPSD) that patients may experience in the ED.



Celebrating matters of the heart

It's a special Valentine's Day for Gemma and Terry Moon - the first with their baby boy Jesse.

Gemma has a rare congenital heart condition and her pregnancy was not without risk.

"My heart only has one ventricle to pump blood around my body. So, there were a few risks with blood supply for the baby and for me during my pregnancy," Gemma said.

Her specialist, Professor David Celermajer, the Director of Adult Congenital Heart Services at RPA's Cardiology Department, has cared for Gemma since she was 16 years old.

"Women with a one pump heart usually have a lot of problems falling pregnant, have high rates of early

miscarriage and their babies tend to grow more slowly than normal," Professor Celermajer said.

With specialists at RPA's High Risk Obstetrics Clinic, he monitored Gemma's progress throughout her pregnancy.

Jesse was delivered at RPA four weeks early and was admitted to RPA's Neonatal Intensive Care Unit and was discharged a week later.

"It was lovely to be able to bring Jesse home with us. The care we received was second to none. I trust Professor Celermajer with everything - with my life," Gemma said.

District unveils first full body scanner in Australia

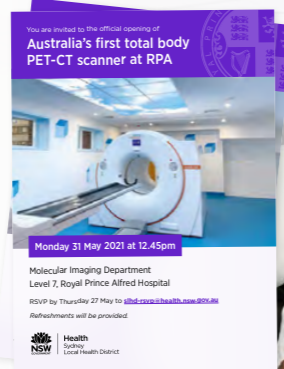
Sydney Local Health District is home to Australia's first full body scanner, which is set to revolutionise patient care, providing clearer images, at a lower radiation dose and in about a quarter of the time.

The \$12 million Biograph Vision Quadra PET (positron emission tomography) CT (computed tomography) scanner is the second of its kind in the world.

The NSW Minister for Health and Medical Research Brad Hazzard officially unveiled the scanner at RPA's world-leading Molecular Imaging Department.

The PET component scanner is 106 centimetres in length and is able to scan a patient from the top of the head to the upper thighs simultaneously, a feat which has not previously been possible, Professor Michael Fulham, the District's Clinical Director of Medical Imaging, said.

"Clinicians will be able to see in real time what is happening in a patient's brain, heart, liver and other organs in the abdomen and pelvis simultaneously, rather than requiring sequential scans of the body," he said.



Home dialysis helps patients live well with kidney disease

Jenny Skentzos' life has been turned upside down. "It all started about six months ago... I was constantly feeling fatigued, having body aches, a metallic taste in the mouth and forgetfulness. I was diagnosed with end stage kidney disease. That's when my life really changed," she said.

Jenny has lived with chronic kidney disease for the past 20 years. Now her disease has progressed and she's having dialysis for up to five hours a day four days a week at RPA's Kidney Centre.

Research conducted by the team at RPA has shown that 10 per cent of Australian adults have chronic

kidney disease, and that about 25,000 Australians with end-stage kidney failure, like Jenny, are kept alive by dialysis or transplantation.

Dialysis is one form of treatment where a machine does the work of the kidneys - getting rid of excess water and waste from the blood.

Jenny is learning how to perform dialysis at home via a special unit at RPA.

As part of her training program, Jenny is learning how to insert her own dialysis needles, set up and connect to the dialysis machine and trouble shoot any issues that may arise at home.



AI to revolutionise orthodontic care

Artificial intelligence (AI) is set to revolutionise orthodontic care at Sydney Dental Hospital, with researchers successfully piloting a smart phone app which remotely monitors patients' treatment, cutting travel and wait times.

"Our aim is to roll out the use of the latest digital technology to provide comprehensive orthodontic care remotely, particularly to patients in regional and rural New South Wales," Professor Ali Darendeliler, the head of the hospital's Orthodontics Department, said.

There are about 7,000 people on public orthodontic waiting list at Sydney Dental Hospital, which is one of two major providers of public oral health services in NSW.

Many people are unable to access care unless they travel to the hospital and, as a result of the length of the waiting list, their orthodontic problems may become complex and require expensive and invasive treatment or surgery.

The Monitoring, Assessing Dental (MAD) pilot study, explored whether the use of an app that incorporates AI would result in orthodontists being able to supervise care, enabling patients to receive treatment in a more convenient and timely way.

The study's preliminary results are positive, with patients' progressing as planned, provided the treatment plan is followed.



Stepping on the confidence

Octogenarian Nina Dus is back on her feet.

"I have learned how to walk safely and correctly. Such simple things that I never knew. It has been wonderful," the 80-year-old said.

Earlier this year, Nina joined a falls prevention program for seniors called Stepping On at Balmain Hospital, after she had a fall while rushing to cross a road at Camperdown.

Offered across the District, the internationally recognised program is designed to build older people's knowledge, strength and confidence to prevent falls and to empower seniors to remain active and independent.

"The Stepping On program is one of the ways we're working to help people aged over 65 who live in our District to reduce the risk of falls, assisting them to stay physically active, improve their balance and to maximise their independence," Stephen Gammack, the District's Active Ageing Officer, said.

During the free, seven-week program, participants learn simple exercises to improve their strength and balance.

The program also includes interactive presentations from occupational therapists, physiotherapists, dietitians, and pharmacists about reducing hazards in the home, safe footwear, vision, nutrition and medication management.

Aboriginal Health

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

HIGHLIGHTS

- Supported the COVID-19 response* working with key community partners to provide culturally-appropriate support for Aboriginal people and communities within our District - including outbreak management and welfare, COVID-19 testing, Koori Vaccination Clinics and community specific COVID-19 information
- Supported a District Flu Vaccination Clinic for the Aboriginal community, in partnership with the Public Health Unit and nursing staff, at the Redfern Community Health Centre. More than 170 Aboriginal community members received a flu vaccination during the two-day event
- Celebrated NAIDOC Week with the launch of the refurbished Sister Alison Bush Lounge at RPA named in honour of the trailblazer who dedicated more than 40 years to caring for Aboriginal mothers and their babies
- Coordinated a District Aboriginal Youth Mental Health Forum, to improve access to mental health services for Aboriginal young people. Forum attendees identified ways to work together with local schools, non-government organisations and other local health districts to provide timely, targeted and relevant mental health programs and services
- Completed Aboriginal Health Impact Statements for all hospitals, facilities and clinical streams in the District
- Completed Cultural Audits of Royal Prince Alfred Hospital, including all wards on all floors and Nurse Unit Manager offices; Mental Health Services; Drug Health facilities and Community Health Centres
- Conducted all Aboriginal Health Unit engagement activities, initiatives and projects within a culturally-appropriate governance structure



Sydney Local Health District has an aspiration to have the healthiest Aboriginal community in Australia.



Did you know?

The Sydney Metropolitan Local Aboriginal Health Partnership Agreement was first agreed on 14 November 2011 and resigned in June 2017. The Agreement forms a partnership between the Aboriginal Medical Service Redfern, Sydney, Northern, South Eastern local health districts, The Sydney Children's Hospitals Network and the St Vincent's Health Network in a joint endeavour to close the health gap for Aboriginal and Torres Strait Islander peoples.



Drug Health Services



Drug Health Services aim to reduce the harms associated with substance use for individuals, families and communities and to prevent drug misuse. Care is provided through a range of treatment services available in District hospitals, health centres and community locations.

Services include:

- ambulatory withdrawal
- community outreach teams
- consultation and liaison service
- counselling
- court diversion program
- hospital consultation
- inpatient and outpatient withdrawal management (detoxification) programs
- medical clinics
- medical consultation
- needle, syringe and other harm reduction programs
- opioid treatment program (OTP) and other pharmacotherapies
- prevention and community engagement strategies.
- primary health care clinics
- programs for pregnant women
- youth service

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

HIGHLIGHTS

- Supported the COVID-19 pandemic response* including community outreach for vulnerable people, redeployment of staff to Special Health Accommodation, **rpavirtual**, call centres, testing and vaccination clinics
- Established the Edith Collins Centre for Translational Research in Alcohol Drugs and Toxicology to increase clinical research capacity in the alcohol, drugs and toxicology fields. The Edith Collins Centre is a collaboration between Sydney Local Health District and the University of Sydney and focuses on clinical integration and research translation
- Continued implementation of iDose, a biometric iris scanning automatic dosing system, at Royal Prince Alfred and Canterbury Opioid Treatment Program clinics. Early results indicate more efficient drug administration with fewer methadone discrepancies, and positive feedback from patients and staff
- Clinical redesign of the Harm Reduction Program, initial patient feedback has been positive and early results indicate positive increases in brief interventions for Needle Syringe Program patients (43 per cent increase), and number of people screened for Hepatitis C (160 per cent) and HIV (612 per cent)
- Strengthened community partnerships — a Memoranda of Understanding with We Help Ourselves drug rehabilitation

service, and Mission Australia's homelessness service 'Common Ground', to provide outreach drug and alcohol clinics for their clients. Ongoing support for the Aman Tobacco Clinic at the Lebanese Muslim Association in Lakemba, to provide tobacco cessation counselling, and legal services to support patients experiencing legal issues

- Presented at the National Indigenous Drug and Alcohol Conference on *Supporting Aboriginal Community in their alcohol care through Controlled Health Services, Assertive Community Care - An Aboriginal perspective and 'Tidda-Links'; a qualitative research study to guide service planning for Aboriginal and Torres Strait Islander Women*
- Patient Reported Experience Measure surveys indicated 92 per cent of patients regard their experience as positive and attribute this to good relationships with staff

In 2020-21, Drug Health Services provided almost 50,000 occasions of service to more than 5,000 patients (a 13 per cent increase on the previous year).

*details about the District's response to COVID-19 are available from page 24

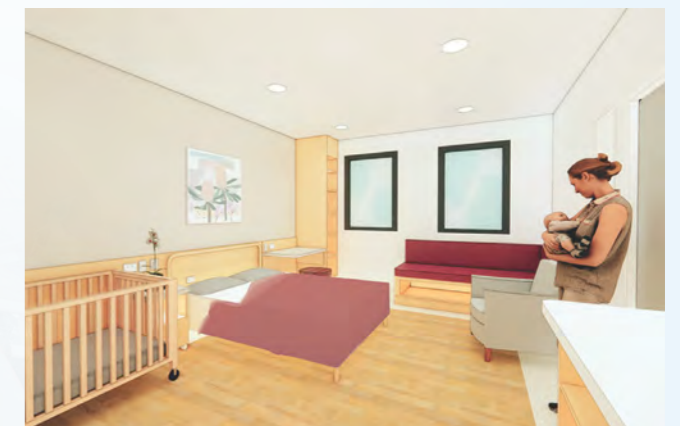
Mental Health Services



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

- Supported the COVID-19 pandemic response* including the establishment of specialist Mental Health services for people impacted by COVID-19, redeployment of staff to the Special Health Accommodation, **rpavirtual** and community vaccination clinics
- Commenced building works for the state's first Mental Health Parent and Baby Unit in NSW at RPA, in partnership with consumers and families. Following co-design consultation, the unit was named '**Naamuru**', which is an Aboriginal word for leading the way
- Launched the State-wide Adult Intellectual Disability Mental Health Outreach Service Hub
- Initial intake for a competency-based orientation program for community staff, linked to the Diploma of Mental Health (commenced October 2021), developed in partnership with Centre for Education and Workforce Development (CEWD)
- Consolidated Project Echo online education and case-based learning program with completion of formal evaluation of courses in eating disorders, general mental health and intellectual disability mental health
- Developed a new diversional program to better cater for the needs of patients in the Older Person's Mental Health Unit
- Provided Mental Health Social Work to help address homelessness in inpatient mental health settings in partnership with Department of Communities and Justice to foster a close partnership improving healthcare outcomes for consumers into stable accommodation
- Dedicated team of Social Workers trained in implementation of domestic violence routine screening



District runs new statewide mental health service

Sydney Local Health District has opened a new service to improve access to specialist mental health support for adults with an intellectual disability across New South Wales.

The Statewide Intellectual Disability Mental Health Outreach Service (SIDMHOS) provides advice and consultation to health care professionals working with adults with intellectual disabilities where there are concerns about their mental health or behaviour.

"Many people with intellectual disability will experience barriers to accessing mental health support in mainstream services," David Thompson, a clinical nurse consultant who coordinates the service, said.

"We aim to improve access to tailored, evidence-based treatment and support to individuals, their families and treating mental health care teams," he said.

The multi-disciplinary team, based at the Concord Centre for Mental Health, includes two psychiatrists, a psychiatric registrar, a clinical psychologist and a clinical neuropsychologist.

The team can provide advice over the phone to health professionals, conduct case reviews and hold joint clinical assessments with patients, families, and mental health teams.

Mental Health Nursing Symposium

Lance Takiari is guided by one word.

"The word C.A.R.E stands for our values of camaraderie, acceptance, resilience and empathy. They shape the approach our mental health nurses take to consumer care," he said.

As the Director of Nursing for Sydney Local Health District's Mental Health Service, Lance oversees 550 mental health nurses in hospital and community-based settings.

"Our nurses are key members of our multidisciplinary teams who share the journey with people who need mental health care," he said.

In 2020, the District held its first Mental Health Nursing Symposium to recognise and celebrate the work of mental health care nurses and their commitment and care for the community.

The District's mental health services are provided by multidisciplinary teams of consultant psychiatrists, psychiatric registrars, nurses, social workers, occupational therapists, psychologists, exercise physiologists and dieticians.



RPA's Parent and Baby Unit welcomes nurse manager

Specialist care for new parents experiencing acute mental illness and their babies is now a step closer - with a nurse unit manager recruited to lead the team at RPA's Parent and Baby Unit.

It's the first public, purpose-built state-wide Parent and Baby Unit in New South Wales.

Alison Green, who has more than 30-years' experience specialising in mental health nursing in Australia and overseas, will lead the Unit's multidisciplinary team.

"This combines both my life interests - mental health and babies. It's very exciting because it's a new service, a new model of care and a new team. We'll have the opportunity to work closely and collaboratively with families and local health districts across NSW," Alison said.

The new Unit's multidisciplinary team will include a Nurse Practitioner, child and family health nurses, a clinical midwife consultant, consultant and trainee psychiatrists, paediatricians, allied health staff and a peer support worker.

The eight bedroom unit will enable a patient to remain with their baby during inpatient psychiatric care. They will also receive caregiving, parent-baby relationship and child development support.

Close the Gap

Kalkadoon / Kuku Yalanji woman Dee McNamara was among the first of Sydney Local Health District's frontline healthcare workers to get a COVID-19 vaccination.



As an Aboriginal Immunisation Liaison Health Worker she's focused on helping to keep the District's Mob healthy.

The District has one of the biggest urban Aboriginal populations in NSW.

The District marked National Close the Gap Day - an advocacy campaign that aims to achieve Aboriginal and Torres Strait Islander health equality.

This year's theme is "Leadership and Legacy through crises: keeping our mob safe."

The Close the Gap campaign aims to achieve equality for Aboriginal and Torres Strait Islander peoples in health and life expectancy within a generation.

"The District's striving to deliver accessible, culturally-appropriate, holistic health services for our Aboriginal and Torres Strait Islander communities. We're working towards a healthier future," Dr Teresa Anderson, the District's Chief Executive, said.

Our vision is to have the healthiest Aboriginal community in Australia in the District.



Sister Alison Bush Lounge revamped

A revamped Sister Alison Bush Lounge, named in honour of the trailblazer who dedicated more than 40 years to caring for Aboriginal mothers and their babies at RPA, has opened.

During her career, Sister Bush, as she was affectionately known, delivered more than 1,000 babies from across New South Wales becoming one of the state's longest serving and most influential midwives.

When she began work at RPA in 1969, at the King George V Memorial Hospital for Mothers and Babies, Sister Bush became the first Aboriginal midwife at a major maternity hospital in the state.

In 2005, in recognition of her commitment to advocating for all Aboriginal and Torres Strait Islander patients, the Sister Alison Bush Lounge was opened at RPA.

The Lounge provides a welcoming and comfortable space for Aboriginal and Torres Strait Islander patients and their families - especially those who've travelled from regional New South Wales to RPA for medical treatment.

As a result of a makeover, the Lounge now has new flooring, fresh paint, a new kitchen and furnishings. A history timeline depicts Sister Bush's life and career at RPA, while Aboriginal artwork adorns the outside walls of the Lounge.

Community Health

Community Health staff (nursing, medical and allied health professionals) provide 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 specialised teams and services:

- Child Health Information Link (CHIL) referral and advice line
- Child Protection Counselling Service
- Community Allied Health
- Disability Specialist Unit - Specialist Team for Intellectual Disability Sydney (STriDeS)
- Healthy Homes and Neighbourhoods
- Sexual Assault and Domestic Violence Counselling Services
- Integrated Sexual Assault medical, forensic and counselling service (available 24/7)
- Out of Home Care Health Pathways Program
- Pregnancy and Family Conferencing
- Sexual Health and Allied Health HIV services
- Child Sexual Assault Counselling Service
- Youth Health

The District's capacity to respond to, and deliver services for, people who have experienced violence, abuse and neglect is supported by the Domestic Violence Strategy Unit and Child Protective Strategy Unit.

Growing
healthy
families  children
in Sydney Local
Health District

HIGHLIGHTS

- Supported the COVID-19 pandemic response* including doing more than 110,000 COVID tests at the Summer Hill drive-through clinic and redeploying staff to the District's COVID-19 support centre, flying squad, Sydney Airport, contact tracing, Special Health Accommodation and Vaccination Centres
- Refreshed the Community Health Services strategic plan in consultation with staff to ensure it reflects current structures, services and priorities
- Implemented telehealth models of care delivery across all services with 37 per cent of care provided virtually and over 10 per cent through videoconferencing
- Continued the District's implementation of the First 2,000 Days framework
- Continued development of the Pregnancy Family Conferencing (PFC) program - a trauma-informed program offering peer support to women and their families where significant child protection concerns have been identified for their unborn or newborn baby. It is the only peer support opportunity available to families within the statutory child protection system in NSW
- Collaborated with Aboriginal and Torres Strait Islander women on the 'Tidda-Links' qualitative research project to address the gap in domestic violence and sexual assault service access
- Commenced the new Child Sexual Assault Counselling Service for children under 14 years of age
- Rolled out nurse led wellbeing outreach programs in identified primary and high school settings
- Established the Domestic Violence Strategy Unit and educator position which has delivered 38 separate domestic violence training sessions, including to Special Health Accommodation staff and training to 104 mental health professionals
- Delivered paediatric school-based development and diagnostic clinics at Bridge Road Public School, Glebe Public School, Marrickville West and Yudi Gunyi School. Support includes short-term intervention for young people, health pathways to community-based services and targeted health promotion and education programs for staff and students
- Conducted clinical interventions for people with intellectual disability and complex unmet health needs through the newly formed Specialist Team Intellectual Disability Sydney (STriDeS)

1,100

children had their vision tested

3,300

talking and listening checks offered to children in outreach settings

40,000

children received care on almost 66,500 occasions, and 33,300 occasions of care provided to parents



3,200

HIV tests conducted for Sexual Health and Youth Health Services clients



39,500

patients received care in our service locations

7,000

patients received care in their homes

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 people living in Sydney Local Health District.

HIV and Related Program (HARP) Unit

The HARP Unit supports services to improve the health and wellbeing of communities impacted by Blood Borne Viruses (BBVs) and sexually transmissible infections (STIs), including HIV.

HIGHLIGHTS

- Implemented a three day capacity building workshop – Talking Story. The workshop built on participants' understanding and confidence to undertake qualitative research with Aboriginal communities, with a focus on sexual health and Aboriginal young people
- Coordinated a number of community based outreach clinics, to offer opportunistic testing for HIV and hep C to people at-risk, including but not limited to those who inject drugs, have been recently incarcerated or are experiencing or at-risk of homelessness. By collaborating with our key non-governmental organisations and internal clinical partners (Gastroenterology and Liver Service, Drug Health Services and RPA Sexual Health), more than 150 Dried Blood Spot tests were completed. A significant number of people living with BBVs, were reengaged into care
- Collaborated with Positive Life NSW to deliver a health education workshop for heterosexual people living with HIV

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.

HIGHLIGHTS

- Supported the COVID-19 pandemic response* through multilingual communication strategies and cultural support at COVID-19 testing and vaccination clinics
- Ran a 12-month state-wide awareness campaign 'Are you living with Hepatitis B?' for 250,000 people in five priority communities: Arabic, Chinese, Korean, sub-Saharan African and Vietnamese
- Implemented a community development and media campaign to raise awareness of problem gambling, targeting Nepalese and Vietnamese communities, including online and print advertising, social media, community radio (in-language radio drama and community service announcements) and representation at an annual community event with more than 100 participants. Facebook activity reached more than 50,000 people and led to 2,500 clicks to gambling support services
- Initiated the pilot Breast Cancer Concierge Program, providing one-to-one, in-language support to Arabic and Korean-speaking women recently diagnosed with breast cancer. The program is a collaboration with Cancer Services and funded by a grant from Cancer Institute NSW
- Cultural Support Workers completed 189 jobs and provided 1,060 hours of cultural and linguistic support across District services, through the Cultural Support Program
- Delivered 18 in-language community education sessions, online and face-to-face, across six communities on a range of health issues including diabetes, hepatitis B, bowel cancer screening, medication management and access to health care
- Ran nine ethnic media campaigns targeting priority community media outlets on a range of health issues including COVID-19, hepatitis B, HIV and bowel cancer screening



Sydney Health Care Interpreter Service

Sydney Health Care Interpreter Service provides quality professional healthcare interpreter services for Deaf – or non-English speaking patients – enabling them to make informed decisions about their care.

HIGHLIGHTS

- Managed 69,752 requests for interpreting, of which 2,264 requests were for video interpreting
- Completed 42,930 hours interpreting, of which 773 hours were spent interpreting documents into 27 languages
- Answered 103,833 incoming calls, many of which required 3- or 4-way multi-party connections
- Translated 14 Patient Reported Measures Surveys into 10 languages for NSW Health and the Agency for Clinical Innovation
- Supported the rollout of the NSW Health App 'CALD Assist', translating more than 250 commonly used phrases into 10 languages for use in low-risk clinical interactions

103,833

incoming 3- or 4-way multi-party call connections



Health Promotion Unit

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

This team has a focus on the NSW population health policy priorities: the *Healthy Food and Drink in NSW Health Facilities framework* and the *NSW Healthy Eating Active Living (HEAL) Strategy* (aiming to reduce the number of children who are overweight or obese by five per cent by 2025); and the *NSW Tobacco Control Strategy and Smoking Cessation Framework for NSW Health Services*.



HIGHLIGHTS

- Developed a video series to promote bowel cancer screening to Aboriginal communities, in collaboration with the Cancer Institute including a 30-second advertisement developed and shown on *My Doctor TV* and *Aboriginal TV* in a range of medical services in priority areas including the Aboriginal Medical Service Redfern, Marrickville Medical and Dental Centres and in medical centres around NSW
- Trialed an eight week yoga program in 40 District Early Childhood Education and Care Services. In partnership with the District Aboriginal Health Unit, the program is being adapted to include stories and totems of the EORA Nation, with the working title *Jarjums Connection*.
- Ran an Active Ageing workshop with 30 attendees from local council, non-government organisations, universities, District staff and physical activity providers, aimed at fostering greater collaboration and knowledge sharing to support positive health outcomes for our ageing population
- Delivered seven *Stepping On* falls prevention programs to 80 participants, including Cantonese and Mandarin speaking communities in collaboration with the District's Diversity Hub

District hosts exhibition to showcase young emerging artists



Three young emerging Sydney artists' works were showcased in a special exhibition at Sydney Local Health District that put a spotlight on the importance of young people's health and wellbeing.

The artists were commissioned by Youthblock, the District's Youth Health Service, in partnership with the City of Sydney, to create artworks to display during Youth Week 2021.

Youth Week is an opportunity for young people to share ideas, have their voices heard on issues of concern, express their talents and celebrate their contribution to the community.

This year's theme was *Together More Than Ever*.

Youthblock selected school students Emily Harris, 15, and Telaar Dias, 16, plus River Charette, 19, who's studying at the Academy of Information Technology, to produce artworks to reflect the theme.

All the artists' works were influenced by the outbreak of COVID-19 and the impact the pandemic has had on their lives and on those around them.

The City of Sydney contributed \$1500 to fund the project under its Youth Week 2021 program.

Choir hits all the right notes

Bettina Holmes has always loved singing, but only ever had the confidence to do it at home, until she joined the With One Voice Redfern Choir, supported by Sydney Local Health District.

"Singing is really important to me. I honestly live to go to singing and, since joining the choir, people say I have really come out of my shell," she said.

With One Voice Redfern was developed to bring together diverse members of the community and alleviate social isolation.

Prior to COVID-19, about 60 members met every Monday night for lessons and rehearsals but now they meet on Zoom.

District committed to healthy LGBTIQ+ community

Rex Zhang understands the significance of staying healthy.

"I came to RPA's Sexual Health Clinic after I realised the importance of regular sexual health checks. It's a form of self-care and being responsible for your health," he said.

The Clinic's services include providing testing and treatment for people experiencing symptoms of sexually transmitted infections (STIs) including HIV, sexual health related counselling and sexual health check-ups for gay men.

"The staff here are very friendly. I feel like they put in effort to make sure their clients feel safe and comfortable.

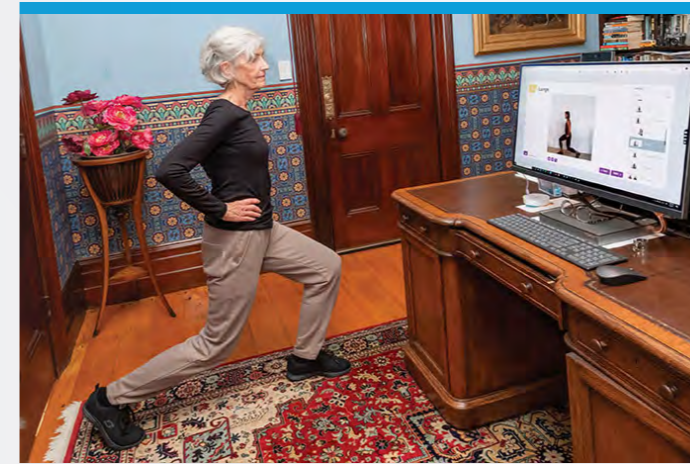
"The nurses here guided me hand in hand to run through the confidentiality with me. They explained the different technical terms to me to make sure I understood what's going on," the gay university student said.

A patient may see one of the Clinic's doctors or a nurses for a medical issue or a counsellor to discuss information on sexual health, safer sex or relationship issues.

Rex shared his story ahead of the 2021 Sydney Gay and Lesbian Mardi Gras Festival.



WATCH VIDEO



Healthy and Active for Life Online

Judy Deguara is now better equipped to lead an active and healthy life.

"I've improved my physical and mental health and wellbeing," she said from her home in Marrickville.

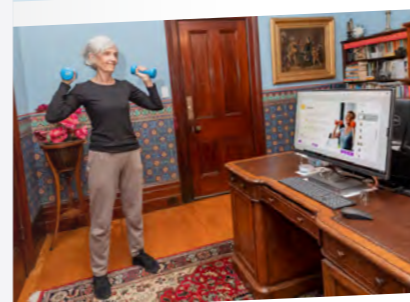
Judy, has participated in a free, virtual healthy lifestyle and exercise program for older people, offered by Sydney Local Health District and NSW Health.

The Healthy and Active for Life Online program aims to build participants' fitness, and their knowledge, skills and confidence to make healthy lifestyle choices.

The 10-week self-paced program includes an exercise circuit - with participants able to download instructional exercise videos and a log book to keep track of their progress.

There's also modules about goal setting, healthy meals and serving sizes; sugar, salt, fat, calcium and vitamin D; fibre and incontinence; oral health and vision; aged care, falls prevention, recipes and food safety.

And, each week participants receive tailored support from a health coach over the phone.



District's signage promotes a sense of belonging

Welcome to Sydney Local Health District

WELCOME	English
HUAN YING 欢迎	Mandarin
AHLAN BIK أهلاً بك	Arabic
FOON YING 歡迎	Cantonese
KALOS IRTHATE ΚΑΛΩΣ ΗΡΘΑΤΕ	Greek
BENVENUTI	Italian
CHAO MUNG	Vietnamese
HWANYEONG HABNIDA 환영합니다	Korean
BIENVENIDO	Spanish
SHAGOTOM স্বাগতম	Bengali
SWAGATAM स्वागतम्	Nepali
SELAMAT DATANG	Indonesian
TAVTAI MORIL ТАВТАЙ МОРИЛ	Mongolian
BEM-VINDO	Portuguese
SVAAGAT HEI स्वागत है	Hindi

All patients and visitors to Sydney Local Health District have the right to free and confidential interpreting services. If you wish to use an interpreter, please ask our staff.



Everyone is welcome in Sydney Local Health District.

New colourful welcome signs in English and 14 other languages are now displayed in services and facilities across the District to promote inclusiveness, respect and a sense of belonging.

"Signage has an important role in making people feel they belong", Barbara Luisi, the Director of the District's Diversity Programs and Strategy Hub, said.

"We want patients and visitors to instantly feel welcome in our hospitals and facilities, no matter what their cultural background. While it's a small thing, being welcomed in your own language is a great start," she said.

The sign says "welcome" in languages commonly spoken in the District - Mandarin, Arabic, Cantonese, Greek, Italian, Vietnamese, Korean, Spanish, Bengali, Nepali, Indonesian, Mongolian, Portuguese and Hindi.

There is also a message letting patients and visitors know about their right to free and confidential interpreting services.



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.



Shawl to comfort Aboriginal women during screening

Aboriginal elder Aunty Robyn has a simple message for women in her community.

“Go and get a mammogram. Don't put it off until tomorrow, because you don't know what tomorrow's going to bring,” she said.

Aunty Robyn, was diagnosed with breast cancer in 2000 and is the face of a new Sydney Local Health District campaign to boost the number of Aboriginal and Torres Strait Islander women having a potentially life-saving mammogram screening.

The District has introduced a modesty shawl for Aboriginal women to wear while being screened, which was launched today at the start of the BreastScreen NSW van's three week visit to Redfern.

The shawl features artist Vicky Golding's Aboriginal design which documents Aunty Robyn's cancer journey - her diagnosis and treatment while being supported by her family and community.

Health Pathways



HealthPathways 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 Public Health Network.

HIGHLIGHTS

- Supported the COVID-19 Pandemic response* including redeploying staff to the Public Health Unit, COVID-19 hotline and testing clinics and developing an e-Referral pathway for **rpa** virtual patients
- Developed a COVID-19 e-Referral pathway for **rpa** virtual patients
- Electronic referral (e-Referral) implementation for 35 outpatient services across the District
- e-Referral implementation and staff education for 25 outpatient services at Concord Repatriation General Hospital, delivered virtually in October 2020, during the District response to COVID-19
- Selected as a pilot site for eHealth's Outpatient Referral Management Simplified Appointments (ORMSA) Program, to enable e-Referrals for District Women and Babies, RPA Gynaecology Service and RPA Fertility Service. More than 1,000 e-Referrals have now been received from 63 primary care practices

HERDU

The Health Equity Research Development Unit (HERDU) is a Sydney-based partnership between the District and University of New South Wales' Centre for Primary Health Care and Equity. HERDU works to identify, reduce and prevent inequities in health now and in the future, to provide excellence in health and healthcare for all.

HIGHLIGHTS

- Completed the District Equity Focused Health Impact Assessment to inform COVID-19 recovery plans and future epidemic or pandemic responses
- Completed the Waterloo Redevelopment Health Impact Assessment
- Developed a program for Sydney District Nursing to help engagement with patients with low health literacy
- Ongoing evaluation of the *Can Get Health in Canterbury* program — an intervention to improve access to primary healthcare services for marginalised Culturally and Linguistically Diverse (CALD) populations in the Canterbury region. The program was established in 2014 as a District partnership with UNSW to strengthen health literacy and access to services and environments to protect and promote health



CAN GET HEALTH
Supporting the Canterbury Community

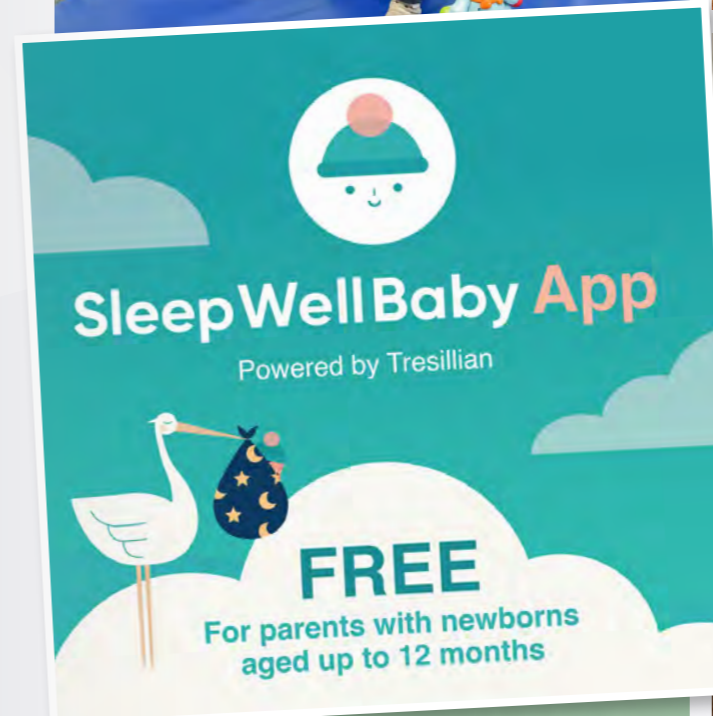
Tresillian

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 state-wide, regional and local support services. The Tresillian Service Model provides a framework for the effective delivery of flexible services tailored to the unique needs of families in the early stages of parenthood.

HIGHLIGHTS

- Supported the COVID-19 pandemic response* adjusting services to continue to support families across NSW as well as support for families in hotel quarantine
- Offered 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. In 2020, calls to the Help Line increased by 125 per cent and, in 2021, by a further 8.5 per cent demonstrating the high demand by parents for assistance during this time
- Utilised digital innovation to support families, including the rapid expansion of clinical service delivery by Telehealth. Around 50 per cent of nursing staff were trained to deliver these specialist services to families living across NSW. The total number of telehealth consultations increased with 83,118 contacts to a Tresillian service
- Transitioned Tresillian's Education team to use video-conference for education and training including delivery of the Graduate Certificate Program and NCAST Courses
- Provided free access (through a NSW Government grant) to the SleepWellBaby App developed for new parents by Sleepfit in partnership with Tresillian, as a means of providing extra support during COVID-19. The SleepWellBaby App attracted close to 30,000 downloads* financial year 2020-21
- Published Tresillian's fifth guide for parents in 103 years - 'The First Three Months', a book written for new parents, offering evidence-based information for parents with a baby aged from newborn to three months of age
- Early works commenced at Tresillian Wollstonecraft on a \$16.4 million upgrade to support increased capacity for day service, more education programs for new parents, a state-of-the-art Conference facility and accommodation for up to four nights and receive help parents with an unsettled baby or parents experiencing postnatal depression and anxiety. The upgrade is expected to be completed in late 2022
- Commenced the Reconciliation Action Plan (RAP) Journey demonstrating Tresillian's commitment to a workplace culture that understands, values and respects the histories, cultures and contributions of Aboriginal and Torres Strait Islander people



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 Minimisation and NSW Health Pathology.

HIGHLIGHTS:

- Supported the COVID-19 pandemic response* including testing around 100 people a day at the Redfern Health Centre COVID-19 Testing Clinic and redeploying staff to support frontline services including pop up testing locations and vaccination clinics
- Launched the Integrated Care Mobile Health Clinic
- Opened the Croydon Clinical Unit including a Pathology Clinic
- Commenced the Child and Family waiting room improvement project with new flooring, paint, murals, toys and furniture



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, across 17 specialised services including: Art Therapy (Mental Health); Audiology; Counselling (Drug Health); Nutrition; Diversional Therapy; Exercise Physiology; Genetic Counselling; Music Therapy (Mental Health); Occupational Therapy; Orthoptics; Orthotics; Physiotherapist; Podiatrist; Psychologist; Sexual Assault Counselling (Community Health); Social Work; Speech Pathology

Allied Health staff work as part of multidisciplinary teams with clients or patients to prevent or minimise disability and optimise function at every stage of life.

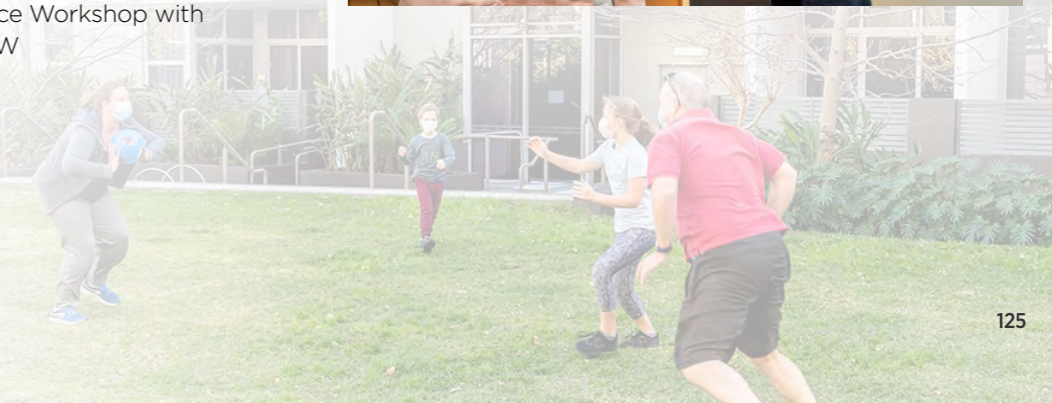
HIGHLIGHTS

- Supported COVID-19 pandemic response* redeploying clinicians to COVID-19 testing and vaccination clinics, the COVID-19 support call centre and Special Health Accommodation
- Launched the Allied Health Strategic Plan 2020-2025
- Launched the mental health “Get Connected, Stay Connected” project, to combat social isolation for seniors during COVID-19
- Established the **rpa** virtual Fracture Clinic, to help patients manage their diagnoses at home
- Quadrupled services delivered via telehealth including speech pathology, musculoskeletal, pulmonary and cardiac rehabilitation
- Launched a new online exercise prescription program Physitrack, allowing therapists to set exercises for patient care online
- Nutrition and Dietetics led the roll out of new e-pump Enteral Feed Pumps across all inpatient facilities
- Established new clinical service: Improving Your Everyday Memory
- Launched a new program offering physiotherapy support to patients following their breast cancer surgery at Concord Hospital
- Developed a support group for advanced cancer patients - RPA Advanced Gastrointestinal Surgical Service Advanced Cancer Support Group
- Opened new paediatric outpatient service at RPA Hospital
- Held virtual transgender Voice Workshop with participants from across NSW



Did you know?

Allied Health provided more than 4,000 instances of psychological services to **rpa** virtual patients, including assessments, counselling, support and referrals for more than 1,200 people from a culturally and linguistically diverse (CALD) background.





Mobile Health Clinic

Sydney Local Health District has a new set of wheels – a Mobile Health Clinic that'll visit vulnerable members of the local community to improve their access to health care services.

"We want to bring health care services to those people in the community who need it most, when they need it most," Madeleine Kitchener, the General Manager of Croydon, Marrickville and Redfern Health Centres, said.

The Mobile Health Clinic is a custom-designed truck with a patient waiting area and a consultation room which includes a clinic bed.

The \$205,000 Clinic has been funded by the District to boost access to primary health care services for those people who

face an increased risk of developing preventable diseases or conditions.

The District has identified those at-risk include the homeless, people from culturally and linguistically diverse backgrounds, Aboriginal or Torres Strait Islanders and those who live in socioeconomically disadvantaged suburbs.

The Mobile Health Clinic will enable the District to deliver early intervention and preventive measures targeted at improving people's health care outcomes.

Speech pathologists play valuable role

Speech pathologists, who work with people who have swallowing and communication difficulties, have played an important role in the District's COVID-19 response.

Speech Pathology Australia estimates 1.2 million Australians live with a communication disability.

There are about 50 speech pathologists across the District who are members of multidisciplinary allied health teams.

"Wearing a mask – and for some staff extra PPE – reduces speech clarity. It means patients, carers and staff may miss information from seeing people's lips move and their facial expression",

Helen Ryan, the District's Speech Pathology Director says.

"So, we're educating staff to put extra effort into making their communication clear and to get creative using gestures, writing and electronic means to get their messages across," she says.

Some of speech pathologists were re-deployed, training to administer COVID-19 tests and vaccinations, while outpatient services switched to telehealth.

"We've worked creatively to deliver assessment and treatments either via telehealth or face-to-face while wearing extra PPE," Helen says.



WATCH VIDEO

Specialist therapy invaluable in stroke survivor's rehabilitation

Antonio Fernandez is learning to master simple life skills.

The former restaurant chef, 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.



Therapy car to help patients on road to recovery

A new therapy car is set to help rehabilitation patients at Concord Hospital master a key challenge before going home - safely getting in and out of a vehicle.

Rehabilitation patients may have suffered from a stroke, a serious injury or a brain tumour.

Specialists decide what types of therapy each patient needs to regain strength, restore mobility and increase independence as much as possible before they leave hospital and return home.

And now, under the guidance of occupational therapists and physiotherapists, patients at Concord will be able to use a new therapy car - a two-door smart fortwo hatchback - to learn and practise essential car safety techniques.

"Patients will be able to practise and improve their ability to get in and get out of the driver and passenger sides of a car safely. The therapy car will assist them in planning for day leave or discharge," Michael Berbari, Sydney Local Health District's Director of Occupational Therapy, said.

The therapy car will be located in an outdoor Rehabilitation Terrace on the lower ground level of a Rehabilitation and Aged Care Centre in the new Clinical Services Building at Concord Hospital.

Clinical streams

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

Clinical Director
Associate Professor John Cullen

Deputy Clinical Director
Professor Ian Caterson

Clinical Manager
Debra Donnelly

Operations Manager
Julie-Ann O'Keefe

This 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 (RACFs) with 4,576 residents. Assisting local RACF residents to access appropriate healthcare is one of the responsibilities of the Stream. The Stream, worked with the District Executive and our partners in the RACF and disability sector, to assist in the management of COVID-19 within RACFs and disability homes. The Stream also assisted in the vaccination of frail and vulnerable people in communities in our District.

Cancer Services and Palliative Care

Clinical Director
Clinical Associate Professor Ilona Cunningham

Deputy Clinical Director
Associate Professor Ghauri Aggarwal

Clinical Manager
Anne Lofaro

The cancer landscape is rapidly changing with significant developments in cancer screening and diagnostics, with improvements in genetic sequencing, the expansion in immunotherapy and targeted therapy, evolution of cellular and molecular therapies and minimal invasive surgery. The service remains focused on providing multidisciplinary and integrated care, cancer survivorship, end of life and palliative care, and patient and carer empowerment. The COVID-19 pandemic has had a major impact on healthcare, but has led to innovative changes and fast-tracked healthcare delivery. New models of care and the increasing utilisation of virtual care have been successfully implemented and will continue to revolutionise cancer care. The Stream's primary objective remains the provision of equitable access to timely, innovative, state-of-the-art, evidence-based cancer services, including medical and radiation oncology, complex surgical services, survivorship and palliative care; with an increasing focus on Aboriginal and culturally and linguistically diverse communities, as well as disadvantaged communities. The Stream continues to work in close collaboration with the District Executive, Cancer Institute NSW, NSW Ministry of Health and CESPAN

to achieve our shared objectives: world class cancer care for all, at the right time and at the right place. The Concord Cancer Centre (CCC) is preparing to move into its new building in early 2022 with the commissioning of a comprehensive multidisciplinary service which includes radiation oncology, PET scanning and a new state-of-the-art clinical research facility. Cancer services and palliative care at Royal Prince Alfred (RPA) are provided at the highest role delineation level, with selected public cancer services provided at the Chris O'Brien Lifehouse. Preparations have commenced on a \$750 million redevelopment program of the RPA campus which will include significant improvements in the delivery of cancer services and palliative care at RPA. The District is home to the finest translational and clinical cancer research in NSW, with an outstanding publication record and mentoring of early and mid-career researchers. It has close links with Medical Research Institutes, The University of Sydney and other research hubs as part of Sydney Health Partners.

Drug Health Services

Clinical Director
Professor Paul Haber AM

General Manager
Judy Pearson

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 substance misuse activity and public amenity. Services include withdrawal management; opioid treatment; clinical toxicology; a court diversion program; harm reduction including the Needle Syringe Program and primary healthcare for people who inject drugs; assertive outreach; counselling; tobacco cessation clinics; substance use in pregnancy and parenting services; and hospital consultation and liaison.

Gastroenterology and Liver

Clinical Director
Professor Geoff McCaughan

Clinical Manager
Dr Judith Dixon

This Stream provides medical and nursing services at Canterbury, Concord and RPA hospitals 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

Clinical Director
Professor Len Kritharides

Deputy Clinical Director
Professor Tristian Yan

Acting Operations Manager
Camilla Cameron

Despite the challenges of COVID-19, the Cardiovascular Stream has continued to deliver excellence in patient care and research. This year, the RPA Cardiology Department has received more than \$4 million in research grants to fund research into improving outcomes for patients with acute myocardial infarction as well adult congenital heart disease, cardio-oncology and cardio-metabolic health. RPA's Cardiothoracic Department remains the premier unit for major aortic surgery, which involves cardiothoracic and vascular surgery, often performing the most complex of procedures on the highest risk of patients. RPA Vascular Surgery has maintained high-level research and a continued presence in national and international conferences and webinars presenting on a range of

vascular surgical topics. At Concord, the Vascular Surgery Department has seen decreased hospital-acquired complications and geriatric syndromes in older patients as a result of our Vascular-Geriatrics Model of Care (GeriCo-V), the results of which have been published in high-tier journals with ongoing service funding secured. Concord's Cardiology Department has consolidated and expanded its remote monitoring program of cardiac devices, provided an outstanding emergency device implant service during COVID-19 lockdown, and expanded its outcomes and linkage based clinical research and its research into platelet activation in coronary disease. The Cardiothoracic Department has relaunched the onsite thoracic surgery program, led by Associate Professor Chris Cao, which will be a key feature of the overarching oncology service at the hospital, and the Vascular Laboratory successfully recruited a new vascular sonographer trainee and a registered nurse. The Cardiology Department at Canterbury Hospital has continued to provide high-level cardiac care and services to the hospital as well as developing a nurturing environment for critical care Senior Resident Medical Officers selected in a newly formed term in Cardiology.

Clinical streams



Community Health Services

Acting General Manager
Paula Caffrey

Acting Director, Child and Family Health
Rachel Walker

Director, VAN and Specialist Services
Mandeep Paddam

Community Health Services seek to improve the health of clients and local communities by providing a range of universal, specialist and targeted services across the health continuum and lifespan. This includes health promotion, prevention, early intervention, treatment, recovery and health maintenance, using a comprehensive model that recognises the interaction of physical, emotional and social aspects of health at community and individual levels. Our services and programs are informed by equitable, evidence-based models of care and are provided in the community, close to where people live, work and attend school. We partner with our clients, communities and other agencies to provide integrated care, and empower clients and communities to participate in managing their own health. 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

Local Pathology Director (RPA)
Professor James Kench

Local Pathology Director (Concord)
Dr Margaret Janu

Director Operations, NSW Health Pathology East
Associate Professor
Susan McLennan

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

Medical Imaging

Clinical Director
Professor Michael Fulham

Business Manager
Sally Bartle

The Stream has continued to provide indispensable diagnostic imaging scans and therapeutic procedures for the clinical services at all the District's hospitals throughout the pandemic. The medical imaging modalities vary in complexity at each site and suit the needs of the various clinical services. They include digital radiography, ultrasound, fluoroscopy, CT, MR, interventional radiology, planar imaging, SPECT-CT, PET-CT and radionuclide therapy. The Stream also operates a TGA-licensed medical cyclotron that provides PET radiopharmaceuticals to over 20,000 patients in the District and other metropolitan hospitals and regional sites. In 2020-2021 the Picture Archiving System (PACS-RIS) was upgraded District-wide. The PACS-RIS allows all images to be available to clinicians where and when they are required. There have also been major investments in new imaging devices including: multiple digital mobile radiography units for the COVID-19 response, mammography and 3D tomosynthesis systems and a 3T MR scanner at Chris O'Brien Lifehouse. The first Total Body PET-CT scanner in Australia (and second in the world) was opened by the Minister for Health in May 2021. The Total Body PET-CT can take images of the head and torso simultaneously and will impact critical care and research.

Mental Health

Director and Clinical Director
Dr Andrew McDonald

Acting Director of Clinical Services
Dr Sylvia Lim-Gibson

Director of Nursing
Lance Takiari

The Mental Health 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. The Mental Health Service continues to support and strengthen the relationship with a number of educational institutions to create a future mental health workforce and invests in mental health research to foster evidence-based practice within the Stream and across the District.

Neurosciences, Bone and Joint, Plastics and Trauma Surgery

Clinical Director
Associate Professor Roger Garsia

Deputy Director
Associate Professor Mark Horsley

Clinical Manager
Jerry O'Sullivan

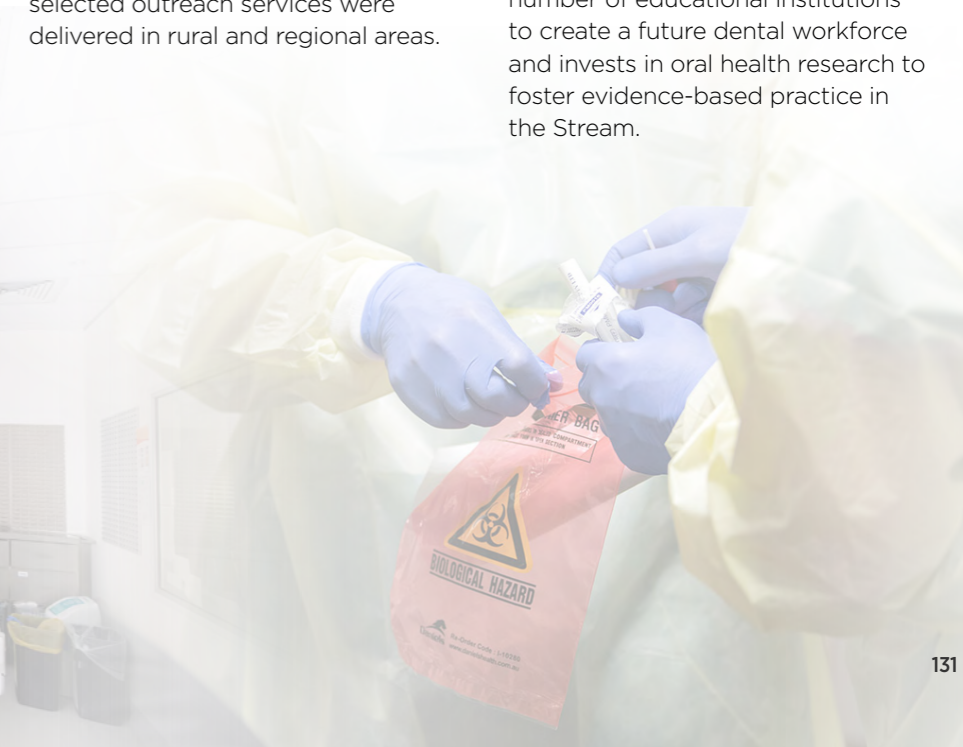
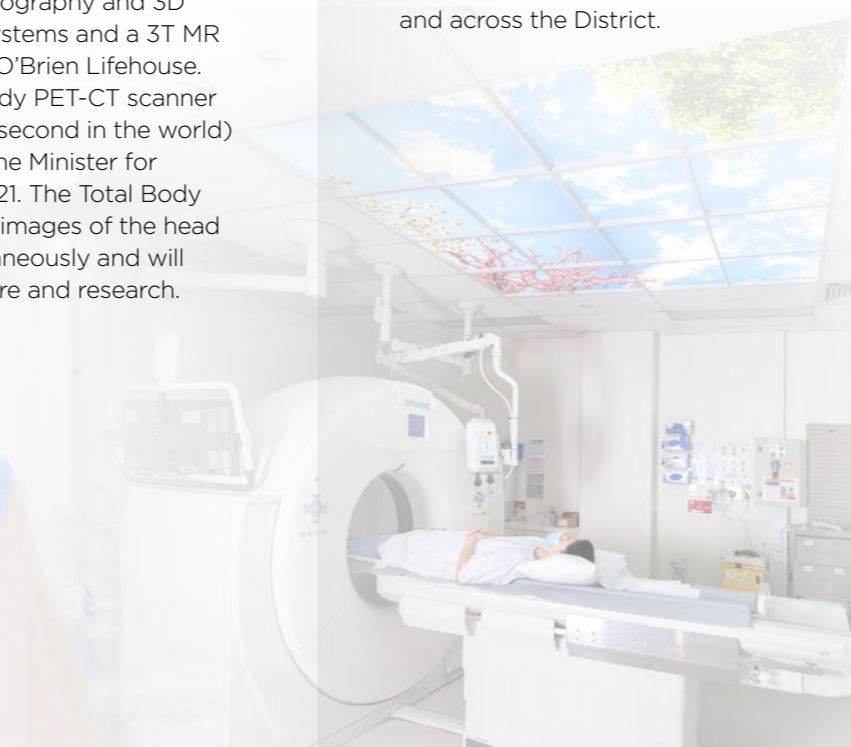
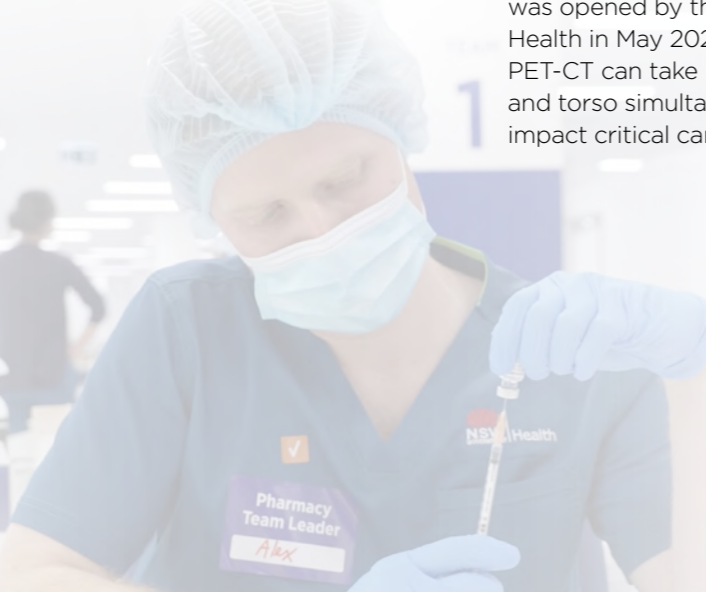
This Stream encompasses a range of services including chronic pain, rheumatology, trauma, all orthopaedic services, ophthalmology, neurosurgery, ear nose and throat surgery, clinical immunology, infectious diseases, HIV medicine, allergy services, plastic and reconstructive surgery and the entire range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

Clinical Director
Professor (Dr) Sameer Bhole

General Manager
Dr Jason Cheng

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. The Stream strives for the eligible patients to maintain good oral health and to have access to current and advanced treatment procedures and techniques. The service aims to continue to protect, promote, maintain and improve the oral health of the community, while 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 a future dental workforce and invests in oral health research to foster evidence-based practice in the Stream.



Clinical streams

Public Health

Clinical Director
Clinical Associate Professor
Leena Gupta

Deputy Director
Graham Burgess

The main role of the Public Health Unit relates to functions to protect the health of the public from communicable diseases, environmental health threats and to promote the health of the public. The Unit has functional teams in communicable disease control, epidemiology, environmental health, immunisation and research. Staff teach in various universities and other settings. Since initial warnings arose about the COVID-19 pandemic in China in January 2020, the Unit's work has focussed mostly on multifactorial approaches to the pandemic, while also maintaining business as usual and research. In the first wave of the pandemic, the Unit was involved in the initial emergency response of setting up clinics, advice about policy, screening, health care worker and residential aged care protection, as well as public health requirements around the Special Health Accommodation. In the elimination phase, as well as the second and subsequent waves of the outbreak including the most recent delta strain outbreak, the Unit has managed extensive contact tracing of approximately 3,800 District cases between 1 October 2020 and 30 September 2021. The Unit has worked with businesses, hospitals, Residential Aged Care Facilities, schools, universities and general practice, among others, to contact trace and manage outbreaks in these settings. Other responses in the pandemic have included providing technical advice to the District including communications, working to protect vulnerable populations

and settings and providing advice on infection control issues to minimise transmission. The Unit provided public health oversight of persons in the Special Health Accommodation during this period as well as providing public health support to other quarantine hotels and the airport screening staff.

The Unit has had to be particularly agile in responding to changing requirements, policies and risk tolerance and to surge rapidly in response to outbreaks.

As part of the Health Protection Leadership Group, the Unit has provided significant ongoing input into NSW policies and procedures throughout the pandemic. The pandemic has provided the opportunity to collaborate closely and regularly with a number of services including NSW Pathology, the Aged Care Outreach Team, disability services and the Primary Health Network among many others. With the COVID-19 vaccination rollout, the Unit has managed the local adverse event after immunisation investigations and reporting requirements for NSW Health.

Renal Medicine and Urology

Clinical Director
Professor Steve Chadban

Acting Operations Manager
Camilla Cameron

The Renal Medicine and Urology Clinical Stream was established in late 2020 to provide comprehensive, District-wide care for people with disorders of the kidney and urinary tract. The Stream brings together experienced physicians, surgeons, nurses, allied health, research, administration and support staff who

work together to provide world-class care for patients. The teams work across the District to provide inpatient and outpatient services to the community through RPA, Concord and Canterbury hospitals, in addition to outreach services to rural centres throughout NSW. The District is world renowned for its transplantation services, expertise in clinical trials, excellence in cancer surgery, and the provision of a full range of inpatient and outpatient services. Incorporation of research and continuing education into daily practice ensures that the Stream remains at world leading standard.

Respiratory and Critical Care

Clinical Director
Professor Paul Torzillo AM

Clinical Manager
Dr Judith Dixon

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 from 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

Clinical Director
Professor Jonathan Carter

Deputy Clinical Director
Dr John Cass-Verco

Principal Midwifery Manager
Jacinta Selby

Acting Operations Manager
Louise Treloar

Significant changes have been needed this year to safely manage COVID-19. The Stream is proud of its achievement of providing quality care to patients throughout a trying time. The Stream led the risk assessment process, ensuring clear processes and checks were in place so patients and staff were kept safe, which has now been adopted throughout the District. In 2021, the Stream welcomed a new Clinical Director, Professor Jonathan Carter and new Principal Midwifery Manager, Jacinta Selby.

The strong relationships that exist between Obstetrics, Midwifery, Neonatology and Paediatrics, have been strengthened this year. Quality care remains the focus - the Obstetrics, Neonatology and Gynaecology departments have implemented combined clinical improvement meetings. District-wide endeavours have facilitated the sharing of collective wisdom and expertise across the breadth of the Stream.

The expansion of continuity models of care for pregnant women continues to be a focus for maternity services. A Midwifery Group Practice (MGP) was opened at Concord Hospital, allowing women in the Concord catchment

area to receive their pregnancy care closer to home. This is an example of the focus on the growth of continuity models of care, which are the gold standard for the care of pregnant women.

Over the past year, the Paediatric Departments at RPA and Canterbury hospitals have completed significant capital works projects, with the refurbishment of RPA Children's Ward and the development of a purpose-built Paediatric Emergency Department at Canterbury Hospital. This has strengthened care delivery and is positively impacting patient and family experience.

Neonatal Intensive Care has seen the completion of an isolation room, allowing for care of babies born to mothers along a COVID-19 care pathway. The unit is a key part of the NSW Health state-wide neonatal service, as well as being involved in state-wide quality committees for neonatal care. Collaboration, particularly with obstetrics, maternal fetal medicine and paediatrics, at both RPA and Canterbury hospitals allows for a high level of care to newborns.

Integral to the ongoing development of quality and innovative care is our ability to closely interact with researchers and the Stream has partnered with the Sydney Institute for Women, Children and their Families.

Information and Communication Technology Services

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 support the delivery of the very best health care.

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 applications running on 10,000 computers across our facilities, ICT Services plays a vital role in ensuring the District's 16,000 staff can support our patients 24 hours a day, every day of the year.

HIGHLIGHTS

- Supported the COVID-19 pandemic response* with the development of a patient visitor management system (building access pass), COVID-19 saliva testing program solution, online check in for testing clinics, and the state's first fully-digital, world-first, human-centred, end-to-end vaccine management solution
- Supported **rpa**virtual's growth since opening in February 2020. 90 per cent of care has been provided in patient's homes – reducing travel times, and enabling patients to be active partners in their care
- Upgraded 10,000 computers to Windows 10, enabling more efficient ways of working and collaboration for more than 10,000 staff
- Supported flexible working, setting up over 2,000 remote users and more than 2,000 laptops to support staff working from home
- Introduced Windows Virtual Desktop, and ongoing roll out of Zoom and Microsoft Teams. Between June 2020 – June 2021, ICT Services has supported:
 - 306,393 hours of Zoom meetings
 - 186 virtual meetings per day on average
 - 450,372 participants
 - 67,030 Zoom meetings
- Implemented myVirtual Care to enhance telehealth capability across the District.
- Introduced eMeds for 'hospital in the home' patients so medical officers are able to update patient records remotely
- Continued to evolve the electronic medical record (eMR) system to better meet patient and clinicians needs
- Piloted digital patient journey initiatives with the RPA Hospital Women's and Babies Outpatient Department
- Improved wound care by 46 per cent with the launch of the Royal Prince Alfred Virtual Wound Care Centre
- Enhanced Cyber Security capability by training staff to mitigate heightened cyber activity and implement the Cyber Security Activity Plan

19.4 million
electronic
medication orders

18,383,586
minutes of
videoconferencing
and telehealth

67,030
virtual
meetings

650,000

quarantine and police hotel
staff self-directed COVID-19 tests
via ICT's digital kiosks



Delivered more than 250 projects

2.7 billion
eMR transactions



10,000
devices upgraded to
Windows 10



59,210
Service Desk
tickets raised

261
applications over
11,500 computers

Research

Since 1979, in Sydney Local Health District we have conducted more than 6,793 clinical trials.

More than 1,588 staff have participated as a Principal Investigator of a trial at a District facility.

Of these staff members, approximately 661 have been the Principal Investigator for multiple studies and a number of other staff are participating as Associated Investigators and in Clinical Trials support roles.

These trials have been conducted in up to 99 departments across the District over 42 years.

There are currently 619 active clinical trials in the District (as at Dec 20) - these trials are being conducted in more than 76 departments, with more than 220 principal investigators.



Sydney Research

Established in 2013, Sydney Research brings together and harnesses the expertise of clinicians, researchers, academics, industry partners and the community to optimise research innovation, translation and implementation on the Camperdown campus and beyond.

The Sydney Research partnership is led by *Sydney Local Health District* and represents 27 entities including *Central and Eastern Sydney Primary Health Network*; *Chris O'Brien Lifehouse*; *17 Medical Research Institutes and Centres*; *The University of Sydney*; *Cicada Innovations, Australia's pioneer deep tech incubator* and *MTPConnect*, a Commonwealth Industry Growth Centre.

HIGHLIGHTS:

- Achieved the highest rating "established systems" as a pilot site for the Clinical Trials Governance Framework
- Supported researchers with a new intranet platform, new archiving process for research and clinical trial records
- Supported COVID-19 research including expedited ethics review, launch of eConsent resources, REDCap database/operational support and implementation of COVID-19 and Clinical Trial remote monitoring guidelines
- Participated in COVID-19 Research Projects
- Grant Success - MRFF 2020 Rapid Response Digital Health Infrastructure project 'Integrating remote monitoring technology into digital health infrastructure' \$670k for a District project conducted on remote monitoring at **rpavirtual**
- Key collaborator in the NSW Health funded project 'Clinical and immunological responses to COVID-19 vaccine(s) in NSW recipients'

HIGHLIGHTS

- Supported the COVID-19 pandemic response* including supporting 22 grant submissions for COVID related research, the registration of staff across the Sydney Research Partnership to work in COVID-19 operations - particularly the vaccination program, redeploying staff to frontline operations
- Played a critical role in key infrastructure projects and precinct planning, including progressing the business case for the Sydney Biomedical Accelerator, strategic planning for the Camperdown Health and Education Research Precinct (CHERP) and broader Tech Central Precinct
- Welcomed eight new Council Members and two new Partners:
 - *Cicada Innovations - Australia's leading deep tech incubator*
 - *Melanoma Institute Australia*
- Supported the NSW Health Translational Research Grant Scheme as the Coordinator for the District receiving close to \$2 million in funding
- Coordinated the 2021 Franklin Women Mentoring program
- Led the development of six core initiatives to support consumer engagement in research and the District's first newsletter on consumer engagement in research

*details about the District's response to COVID-19 are available from page 24

Top achievers

NSW Health Statewide Biobank completed first research project in collaboration with **Drug Health Services at RPA Hospital**. Sample collection, processing and storage for the 'Best of Buprenorphine' study was completed within just 9 months

Sydney Health Partners awarded \$100,000 across four projects to fast-track their innovations into routine clinical practice. The grant recipients include **Andrew Wood from Canterbury Hospital**, **Kate Curtis from Sydney Nursing School**, **A/Prof Peter Grimison from Chris O'Brien Lifehouse** and the **University of Sydney's A/Prof Susanna Park** and **Dr Marina Pinheiro**

Researchers from the Hudson Institute, in collaboration with **Royal Prince Alfred Hospital**, **Centenary Institute**, **ANZAC Research Institute** and the **University of Sydney**, have discovered two potential genetic markers that activate a genetic developmental pathway implicated in a wide range of cancers

Prof John Rasko AO, Head of Cell and Molecular Therapies, RPA led the world's first human clinical trial using induced pluripotent stem cells to treat a deadly immune disorder that can affect patients undergoing bone marrow transplants

The Australian recognised Australia's leading researchers across 66 different health and medical disciplines. The researchers recognised as field leaders have the highest number of citations from papers published in the last five years in the 20 top journals in their field. The following individuals across our partnership were successful:

- **Prof Adrian Bauman, University of Sydney**, Leader in the field of Public Health
- **Prof Chris Maher, Institute of Musculoskeletal Health**, Leader in the field of Orthopaedic Medicine and Surgery
- **Prof Glenda Halliday, Brain and Mind Centre**, Leader in the field of Neurology
- **Prof Michael Nicholas, University of Sydney**, Leader in the field of pain and pain management

Under a recently announced \$3 million MRFF grant, the **University of Sydney** commenced a trial led by **A/Prof Nicholas Wood** to evaluate a COVID-19 gene-based vaccine developed by BioNet and Technovalia and delivered via a needle-free system

Sydney Health Partners funded three projects to prevent or reduce the lifelong risk of diabetes-related complications, which included **Dr Timothy Middleton** from **Royal Prince Alfred Hospital** who is leading one of these successful projects, **TEXT2U**, which hopes to support young adults in managing their type 2 diabetes through text messaging

Transparent face masks were the winner of Sydney Local Health District's **The Pitch**. **Dr Ryan Downey, Anaesthetist, Royal Prince Alfred Hospital** and **Luke Gordon, PhD Candidate, Charles Perkins Centre** were awarded \$50,000 towards making and testing their prototype transparent face mask

Prof Carol Armour, Executive Director, Woollock Institute and **Dr Lining (Arnold) Ju** from the **University of Sydney** were named as Eureka Prize finalists. Prof Armour has been recognised as an outstanding mentor of young researchers, and Dr Lu as an outstanding early career researcher. The University of Sydney had eleven finalists recognised, which was more than any other organisation in Australia

The Minister for Health, the Hon Greg Hunt MP, announced the National Health and Medical Research Council (NHMRC) Centres of Research Excellence. The University of Sydney was awarded three new national medical research centres, including the Centre for Care for People with Complex Multimorbidities led by **Prof John Eastwood** and the Centre in Prevention of Fall-related injuries led by **Prof Cathie Sherrington** from the **Institute for Musculoskeletal Health**

28 of the nation's top medical and health researchers were elected as Fellows of the Australian Academy of Health and Medical Sciences (AAHMS) in recognition of their outstanding contributions to the health and medical research landscape in Australia. The following were new AAHMS Fellows across our partnership:

- **Prof Nicholas Buckley, RPA and University of Sydney**
- **Prof Peter Cistulli, University of Sydney**
- **Prof Guy Marks, Woolcock Institute**
- **Prof Kirsten McCaffery, Brain and Mind Centre**
- **Prof Steve Vucic, Brain and Mind Centre**

The University of Sydney's **Prof Edward Holmes** has been named the 2020 NSW Scientist of the year. Prof Holmes was the first to publish the genome sequence of the coronavirus, enabling scientists worldwide to rapidly develop tests for SARS-CoV-2 and start vaccine development

The Heart Foundation has announced funding for 53 projects worth \$13.1 million to investigate the causes, treatment and prevention of heart disease, stroke and related disorders. The following individuals from across our partnership were successful:

- **Dr John O'Sullivan, RPA and HRI**, 2020 Future Leader Fellowship
- **Dr Camilla Hoyos, RPA and HRI**, 2020 Future Leader Fellowship
- **Jessica Orchard, HRI**, 2020 Postdoctoral Fellowship

In a world-first preclinical study, **Prof Paul Brannon, Head of Cardiac Surgery, RPA Hospital** and **researchers from the University of Sydney** have demonstrated that a potentially life-saving pump could be implanted into the heart without leaving the intensive Care Unit. With up to 40 per cent of COVID-19 deaths attributable to heart failure, the device could provide life-saving treatment sooner and avoid breaking isolation restrictions for the sickest of patients

Prof Richard Scolyer, Staff Specialist in Tissue Pathology and Diagnostic Oncology at Royal Prince Alfred Hospital, has been recognised with NSW's highest accolade for cancer research at the 2020 NSW Premier's Awards for Outstanding Cancer Research. For two decades, Prof Scolyer has been at the forefront of virtually all major advances in melanoma which have revolutionised management worldwide and resulted in vast improvements in survival of melanoma patients

Professor Stephen Twigg was awarded the prestigious RPA Foundation Research Medal by the Secretary, NSW Health, Ms Elizabeth Koff, for excellence and outstanding achievement in medical research in the field of endocrinology, metabolic and translational research

A new Australian product designed to make kidney dialysis more broadly available at low cost has won first prize in a global health innovations competition. The Affordable Dialysis System, developed by **The George Institute for Global Health Australia**, beat more than 500 entries from 22 countries to score top prize in the World Innovation Summit for Health 2020 Innovation Booster competition

The \$260 million investment in 283 Ideas Grants delivered by the National Health and Medical Research Council (NHMRC) was announced with the following staff across the Sydney Research partnership recognised:

- **Dr Shaheen Hasmat from Chris O'Brien Lifehouse and 2019 Big Idea People's Choice Winner**
- **Prof Chris Semsarian and A/Prof Anthony Don from the Centenary Institute**
- **Dr Lining Ju, A/Prof Lenka Munoz, Dr Markus Hofer and Dr Mark Larance from the Charles Perkins Centre, University of Sydney**
- **Prof Lisa Keay, Prof Simon Pettigrew, and Prof Jacqui Webster from the George Institute**

Sydney Local Health District received a grant from the **Medical Research Future Fund** to investigate innovative systems to improve remote monitoring of non-critical patients with COVID-19. **Prof Andrew Wilson from the Menzies Centre** in collaboration with **Sydney Local Health District Research Director Prof Warwick Britton** and the **rpavirtual** team will use this funding to investigate how the data collected from patients during their treatment by the District's virtual hospital, can be better integrated into their electronic medical record (eMR) and aims to develop a universal Australian platform that is compatible with most monitoring devices

The Biospecimen Collection Grants supports the development of collections of high quality biospecimens and associated data, with the aim to facilitate high-quality research on priority health issues affecting the NSW population. The following projects across the Sydney Research partnership were successful in receiving this grant:

Prof Richard Scolyer Biospecimen Bank External Collections, **Melanoma Institute Australia**

Prof Mark Rees, The EpiGen NSW Collaborative, **University of Sydney**

Dr Winny Varikatt, Sydney Brain Tumour Bank, **NSW Health Pathology**

Dr Sradha Kotwal, Glomerular Disease Registry and Biobank, **The George Institute**

A/Prof Jodie Ingles, NSW Hearts: The NSW Inherited Cardiomyopathy Cohort Study, **The Centenary Institute**

A/Prof Ruta Gupta, A Head and Neck Cancer Biobank, **NSW Health Pathology**

University of Sydney's Prof Ben Marais and Sydney Local Health District's Research Director Prof Warwick Britton were recognised in the National Health and Medical Research Council (NHMRC) 12th edition of 10 of the Best. This report showcases ten projects that demonstrate the integrity and quality of Australian research, which were selected from the 1,020 completed projects that have NHMRC grants

Prof Markus Siebel, Head of Department of Endocrinology at Concord Hospital and the inaugural Director of the Bone Research Program at the **ANZAC Research Institute**, was appointed a Member in the Order of Australia (AM) for significant service to medical research and to endocrinology

The following projects led by Sydney Local Health District staff members were successful in Round 5 of the NSW Health Translational Research Grant Scheme.

- **Dr Andrew McDonald, Clinical Director of Mental Health, Sydney Local Health District** for the project 'Enhancing integration with primary care of patients with severe mental illness using a web-based share care plan and telehealth solution'
- **Dr Mark Dennis, Visiting Medical Officer, Royal Prince Alfred Hospital** for the EVIDENCE study, 'Efficacy and Value in Expedited out of hospital arrEst care ANd ECMO CPR'
- **Dr Nicholas Hunt, Research Fellow, ANZAC Research Institute and the University of Sydney**, secured the 2021 Australian Diabetes Society Skip Martin Early Career Fellowship Award for his project on the use of nanotechnology for the oral delivery of regular insulin

- **Prof Elizabeth Denney-Wilson, co-joint Professor of Nursing in Sydney Local Health District and Sydney Nursing School**, was appointed to a World Health Organisation committee, which will oversee the development of guidelines on child and adolescent obesity. This guideline will develop recommendations on anticipatory guidance to prevent obesity as well as the specific management of obesity in children underpinned by primary health care principles
- **A/Prof Kylie Lee, Dr Liz Dale and Jimmy Perry from the Centre of Research Excellence (CRE) in Indigenous Health and Alcohol at the University of Sydney**, were recognised at the 6th National Indigenous Drug and Alcohol Conference for their contribution to the field of Aboriginal and Torres Strait Islander drug and alcohol. Ms Dale received the Excellence award for her outstanding contribution over five years, Mr Perry was inducted into the prestigious Coralie Ober Honour Roll, and A/Prof Lee received the Appreciation award for her substantial contribution as a non-Indigenous collaborator. Well-deserved recognition of the important work being done through this ground-breaking CRE

The following researchers across the Sydney Research partnership were successful in the 2021MRFF Coronavirus Research Response Grant round:

- **Prof Andrew Wilson and Prof Warwick Britton** for the project 'Integrating remote monitoring technology into digital health infrastructure', which involves **Sydney Local Health District and the University of Sydney**
- **Prof James Triccas** for the project 'A single dose, globally accessible vaccine to combat emerging SARS-CoV-2 variants', which involves **Sydney Local Health District, Centenary Institute and the University of Sydney**
- **A/Prof Meg Jardine** from the **NHMRC Clinical Trials Centre** for the project 'Repurposing existing medications to reduce severe acute respiratory distress in patients with COVID-19: the CLARITY trial'
- **Prof Anthony Keech** for the project 'IMPACT-ICO: Trials of Immuno-Modulatory Particles and Colchicine To Improve COVID-19 Outcomes', which involves **Sydney Local Health District and the University of Sydney**

The RESTORE-MI trial led by **Prof Martin Ng, Interventional Cardiologist, RPA and Professor of Cardiovascular Medicine and Bioengineering, University of Sydney** with **Sydney Local Health District co-investigators Prof Anthony Keech and A/Prof Andy Young**, received \$5.77 US million in financial support from Genentech. The RESTORE-MI trial seeks to reduce mortality and morbidity from heart attacks by proposing a ground-breaking treatment strategy to address obstruction in the micro-vessels of the heart - an unresolved problem that accounts for the late mortality and heart failure after heart attacks

Prof Adrienne Gordon, RPA the University of Sydney and the Sydney Institute for Women, Children and their Families was awarded the Makers and Shapers Award for Outstanding Research by the Sydney Medical School

Sydney Research SCHOLARSHIPS

Health Informatics Researcher Scholarship 2017 - Merran Findlay

Optimising Nutrition Care of Patients with Head and Neck Cancer

The study has tested the feasibility of accessing imaging data and conducted pilot study to evaluate CT-defined skeletal muscle depletion in patients with head and neck cancer (HNC). A large cohort study is currently underway to confirm this preliminary data

Health Informatics Researcher Scholarship 2018 - Racha Dabliz

Digital Solutions to transitions of care

The study has extended from evaluating eMeds in the ICU to include evaluating the Oncology Haematology Medication Information system at CRGH and RPA

The following individuals across the Sydney Research partnership have been successful in the recent round of the National Health and Medical Research Council (NHMRC) Clinical Trials and Cohort Studies Grant scheme.

- A partnership between the **Institute for Musculoskeletal Health and Sydney Pharmacy School** led by **Dr Christina Abdel Shaheed** secured a grant worth \$2.3 million for the 'implementing an opioid stewardship intervention to reduce opioid use' (IMPLORE) study
- **A/Prof Kirsten Morley and Prof Paul Haber, Edith Collins Translational Research Centre (partnership between Sydney Local Health District and the University of Sydney)** secured a grant worth \$1.3 million for the 'randomised controlled trial of N-acetylcysteine for the treatment of alcohol use disorder' study

Health Informatics Researcher Scholarship 2019 - Julianne Chong

VTE stewardship at Concord Hospital

The venous thromboembolism stewardship team have implemented an evidence-based packaged intervention using a combination of active alerts (human and electronic) and passive strategies (education). In 2019, Concord Hospital held:

- 35 x VTE prevention education sessions
- 3 x VTE prevention health promotion campaigns
- 1 x hospital-wide JMO VTE Risk Assessment competition
- 844 x ward pharmacist interventions

- **Prof Ian Hickie** from the **Brain and Mind Centre** secured a grant worth \$3.4 million for a study investigating 'the large-scale clinical effectiveness (health services) trial to determine whether personalised health care packages, combined with digitally-supported measurement-based care, improve functional outcomes in young people with mood disorders'
- **Prof Georgina Long** from the **Melanoma Institute Australia** secured a grant worth \$1.01 million for the 'Anti-PD 1 Brain Collaboration + Radiotherapy Extension: The ABC-X Study'

Clinician Researcher Scholarship 2018 - Claire Hutchinson

Why do patients represent to the ED?

The integrative review (Phase 1) and retrospective audit (Phase 2) components of the project have been completed to understand the incidence and characteristics of patients that return to the Emergency Department across the District. A survey has been developed to understand staff perceptions on Patient remittance (Phase 3) and will be distributed pending ethics approval



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 2020-2021, we've adapted our workplaces, systems and communication approach to respond to COVID-19. And while our 16,000 District staff provide care for the community, we have had a focus on the safety and wellbeing of our staff too.

Our District workforce is a diverse and dedicated team who 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're in a unique position to be able to offer exciting, life-long careers. We're continually looking at new ways to engage and support our staff, through staff wellbeing programs and ways to provide a safe, supportive and healthy work environment.

About Workforce Services

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

Strategies include change management, diversity and inclusion, employee health and wellbeing, employee relations, industrial relations, performance development and management, recruitment and retention, workforce planning and workplace culture.

Service functions include employee transaction processing, HR management reporting and compliance, payroll support, and salary packaging.



HIGHLIGHTS

- Continued to support the NSW Health COVID-19 pandemic response* with the development and implementation of workforce surge plans, particularly recruitment and onboarding
- Launched the District Flexible Working Guidelines - a pivotal strategy to support the way staff feel about how the District supports work/life balance and flexibility in the workplace.
- Commenced consultation for the District Workforce Strategic Plan 2021-2025
- Planned for future workforce requirements of RPA and Concord Hospitals following the redevelopment of the facilities
- Continued activities to Close the Gap by increasing our Aboriginal Health workforce, building on the success of the first Aboriginal Workforce Forum in 2019



Our patients. Our people. Our culture.



During one of the most difficult periods in our history, 39 per cent of our 16,000 staff took the time to take part in the People Matter Employee Survey - the highest result of a metropolitan local health district.

The results have highlighted the care, kindness and compassion shown not only by our staff toward our patients, their loved ones and the community but toward each other.

We know in Sydney Local Health District that our people come to work 24 hours a day, 7 days a week, 365 days a year to make a difference in the lives of others.

77%
OF OUR STAFF SAID
"I get a feeling of personal accomplishment from my job"

83%
OF OUR STAFF SAID
"my team considers patient needs when planning work"

83%
OF OUR STAFF SAID
"my co-workers care about me"

It's clear our staff continue to rate Sydney Local Health District one of the best places to work in NSW. Our Engagement (68%) and Culture Index (64%) were the highest results recorded in NSW Health.

Partnerships to build diversity

The District continues to build towards a target of 5.6 per cent Disability Employment participation in our District by 2025.

- Paralympic Workforce Diversity Program – the District has participated in this program for an initial two year period (2020-21), giving the District the opportunity to employ an elite Australian Paralympic athlete as a Diversity Ambassador to promote diversity and inclusion in District workplaces
- WISE Employment – the District has partnered with WISE (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
- JobSupport – the District celebrated the 10-year partnership with JobSupport at a special Award ceremony



International Day of People with Disability

Anderson Parker relishes a challenge - on and off the court.

An emerging star in wheelchair basketball, Anderson, won a bronze medal as a member of the Australian under 23s men's team at the last World Championships.

As a child, he was diagnosed with right congenital talipes equinovarus or clubfoot. Corrective surgery has left him with limited movement in his right foot.

In 2020, he joined the team at Sydney Local Health District as its first Workforce Diversity and Inclusion Officer.

"I want to empower people with a disability. My job is to promote diversity and inclusion in the workplace," Anderson said.

"I strive to break down any barriers that might exist, to support staff to fulfil their roles to the best of their ability and to be happy in their job," he said.

In his newly created role, Anderson is dedicated to enhancing the District's disability employment participation, by implementing measures to support employees with a disability.



Did you know?

This year Sydney Local Health District became the first organisation in Australia to be recognised by the Carers NSW Carer and Employer Network as an Accredited Carer Employer

District welcomes new starters

Sydney Local Health District welcomed close to 100 new medical interns, about 250 registered nurses and midwives and 27 allied health workers in 2021.

"I'd like to welcome all of our newest doctors, nurses and allied health workers to the District.

"Not many organisations can say that their staff come to work each day and make a difference to the lives of others 24 hours a day, every day of the year. Here, we can," Dr Teresa Anderson, the District's Chief Executive said.

The interns will work at Balmain, Canterbury, Concord and RPA hospitals and were on the wards from the beginning of February after a comprehensive two week orientation program.

Meanwhile, close to 250 registered nurses and midwives joined teams across the District's hospitals and Mental Health, Community, Drug Health and Metro/Rural Exchange program.

And, the 27 graduates joined the District's Allied Health team are starting careers in physiotherapy, occupational therapy, nutrition and dietetics, speech pathology and social work.



International Nurses and Midwives Day 2021

On International Nurses Day, Sydney Local Health District acknowledged and reflected on the crucial role nurses and midwives play in delivering health care which, this year, was underscored by the ongoing response to the COVID-19 pandemic.

“This year nurses and midwives have responded to the challenges of COVID-19 and, at the same time, continued to care for and support our patients, their families and the community,” Ivanka Komusanac, the District’s Director of Nursing and Midwifery Services, said.

The celebrations coincided with the opening of the NSW Health Vaccination Centre at Sydney Olympic Park, another significant milestone in the District’s continued effort to protect the community from COVID-19.

“I want to thank our nurses and midwives for helping to vaccinate as many people in our community as possible, to protect them and their loved ones from COVID-19,” Ms Komusanac said.

Since the pandemic began, nurses and midwives have taken on new roles, extra responsibility or been deployed to assist in the District’s response and have adapted to new ways of delivering patient care.

They have staffed new Intensive Care Units and COVID-19 wards, been deployed to COVID-19 clinics at hospitals, in the community and at Sydney Airport and been seconded to Special Health Accommodation to provide care for people completing quarantine.

They have supported vulnerable residents in aged care facilities and disability group homes, embraced the rapid expansion of Australia’s first virtual hospital, **rpavirtual**, and aided the delivery of COVID-19 vaccinations at RPA, the airport and now at Sydney Olympic Park.



Crazy Socks 4 Docs

The District participated in international Crazy Socks4Docs day, aimed at promoting the importance of good mental health among doctors and other health practitioners.

This year, the MDOK team created their own socks.

The MDOK program teaches medical staff the skills to manage their own health, deal with traumatic events and mentor others.



Did you know?

Staff in Sydney Local Health District are part of a global community of care. Our Workplace Giving Program has now contributed more than \$1 million over the last decade to the Barbara May Foundation, building a maternity hospital in the Afar region in Ethiopia and contributing to hospital and community services.



R.E.S.E.T Clinical Debrief Tool

As a medical intern Alice Pearlman had a harrowing experience.

“I was asked to review a patient on a respiratory ward who had a persistent cough.

“I was chatting with them and all of a sudden the patient went from coughing to coughing up blood and then subsequently died in my arms. It was incredibly traumatic,” she said.

Dr Pearlman was badly affected by the ordeal.

She was diagnosed with post-traumatic stress syndrome. With the support of family and friends she slowly regained her confidence over the following 12-months.

Now a Basic Physician Trainee, her experience led her to collaborate with MDOK – Sydney Local Health District’s program which supports the wellbeing of junior doctors – to design a debriefing toolkit for clinicians.

The R.E.S.E.T Clinical Debrief Tool provides a simple framework to facilitate a reflective, multidisciplinary team debrief at the end of a shift or following a significant event.

It was developed in consultation with Nickolas Yu, who runs the District’s Staff Wellness and Compassionate Care program and Chris Patchett who manages the District’s Employee Assistance Program.

Awards

Sydney Local Health District Innovation and Excellence Awards 2020

Transforming Patient Experience

Highly Commended

Research, and the COVID-19 Call Centre - *COVID-19 Hotline*

Oral Health Services - *Improving consumer experience and accessibility using the IVR system*

Diabetes Service, Concord Hospital - *A patient centred approach to diabetes*

Winner

RPA Virtual Hospital - *rpavirtual: a new way of caring*

Delivering Integrated Care

Highly Commended

RACF Outreach Team - *Expanding non-COVID Activity to respond to COVID-19*

Mental Health Services - *Expanding Mental Health Assessment Services to support ED during COVID-19*

Sydney Dental Hospital and Oral Health Services - *Improving health and social outcomes for Aboriginal patients*

Winner

National Centre for Veterans' Healthcare, Concord Hospital - *National Centre for Veterans' Healthcare*

Keeping People Healthy

Highly Commended

Sydney Dental Hospital - *Smile Stronger, Smile Longer*

Flying Squad - *COVID-19 Border Control: our response to the Public Health Order*

Winners

Special Health Accommodation - *Keeping COVID-19 out of the community*

rpavirtual, Public Health Unit, and Special Health Accommodation - *Resilience in the face of the pandemic: keeping our community safe*

Health Equity, Diversity and Inclusion

Highly Commended

Integrated Care - *Waterloo Healthy Living Program: Health Navigation in partnership with the community*

Strategic Relations and Communication and AudioVisual Services - *Designing a visual solution for COVID-19*

Winner

Integrated Care, Planning, Flying Squad, Mental Health, Aboriginal Health - *Keeping them safe - a rapid response for vulnerable people during COVID-19*

Supporting our people

Highly Commended

Centre for Education and Workforce Development, Workforce Services - *Collaborative Leadership Program*

MDOK, Sydney Local Health District - *MDOK - Medical Doctors Wellbeing Program*

Winner

Centre for Education and Workforce Development - *We need a Tiger Team: a pandemic innovation to care for our staff*

Education and Workforce Development

Highly Commended

Cardiology, Concord Hospital - *The role of simulation in preparing the healthcare workforce for Advanced Cardiac Life Support for COVID-19 patients*

Renal Department, RPA Hospital - *Haemo Helpers - Urgent Collaborative Contingency Planning*

Winner

Special Health Accommodation, Workforce Services - *Rapid recruitment, orientation and professional development of staff during COVID-19 for Special Health Accommodation*

Health Research and Innovation

Health Research Highly Commended

Cardiology, Royal Prince Alfred Hospital - *Adult Congenital Heart Disease*

Winner

Pharmacy, Sydney Local Health District - *VTE Stewardship: improving care through innovation*

Health Innovation Highly Commended

Population Health - *Supporting mothers and children during COVID-19: research adaptation and innovation*

Winner

ICT Services - *Record for life, a NSW Digital Healthcare first*

Excellence in the provision of Mental Health Services

Highly Commended

Psychology, Mental Health Services - *Gold Card Clinics - streamlined brief interventions for people in crisis*

Winner

Psychology, Mental Health Services - *rpavirtual Psychology team: providing virtual psychological care during a pandemic*

COVID-19 Collaborative Leader of the Year

Winner

Professor Paul Torzillo AM, Head of Department, Respiratory Medicine, RPA

Chair of the Board's Award for Excellence

Winner

rpavirtual

Cleaner of the Year

Winners

Natalie An, Balmain Hospital

Rosa Angelkoska, Canterbury Hospital

Eldo John, Giovanni Ceniza and David Shen, Concord Hospital

Mylene Dealagdon, RPA Hospital

Fernanada Da Silva Santos, Special Health Accommodation

Bhawana Bista, Special Health Accommodation

Staff Member of the Year

Highly Commended

Jessica Crause, Deputy Director, Strategic Relations and Engagement, Sydney Local Health District

Rose Meiruntu, Manager, Operations, Centre for Education and Workforce Services

Brad McEntee, CNC, Infection Prevention and Control, Special Health Accommodation

Winner

Sven Nilsson, Disaster Manager, Sydney Local Health District

Collaborative Leader of the Year

Highly Commended

Dr Owen Hutchings, Medical Director, rpavirtual

Winners

Dr Natasha Spalding and Jodi McLeod, Residential Aged Care Facilities Outreach team leaders

Volunteer of the Year

Highly Commended

Kasi Capritsis, Canterbury Hospital

Alan Swan, Concord Hospital

Winner

Dr Alan McPhail, Concord Hospital

Special Award of the Board

Winners

Engineering and Audio-Visual Services

ICT Services

Workforce Services

The Chief Executive's Award

Winners

Public Health Unit and Environmental Health Officers

RPA - COVID-19 Response

Summer Hill Drive-Through

COVID-19 Response Awards

Michelle O'Hearne, Mental Health Services

Paula Williams, RPA COVID-19 Clinic

Kirsty Chapman, National Centre for Veterans' Healthcare and the Flying Squad

Deepak Himalayan, Audio Visual Services

Bobby McLachlan, Audio Visual Services

Government of Japan

Order of the Rising Sun

The Hon John Ajaka, Chair, Sydney Local Health District Board

Queen's Birthday Honours 2021

Officer of the Order of Australia (AO)

Professor Richard Scolyer, Senior Staff Specialist in Tissue Pathology and Diagnostic Oncology, RPA Hospital

Australia Day Honours 2021

Member of the Order of Australia (AM)

Professor Markus Seibel, Head of the Department of Endocrinology and Metabolism, Concord Hospital

NSW Premier's Awards 2020

Winner

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

Finalist

Tackling Longstanding Social Challenges Award - *Healthy Homes and Neighbourhoods*

NSW Premier's Awards 2021

Winner

Putting the Customer at the Centre - *Welcome to the NSW Health Mass Vaccination Centre, Sydney Local Health District*

Finalists

Excellence in Digital Innovation - *Turning the other cheek on COVID-19 quarantine testing, Sydney Local Health District*

Tackling Longstanding Social Challenges - *Innovations in Sydney District Pregnancy Family Conferencing*

Anthea Kerr Award - Bradley McEntee, CNC, Infection Prevention and Control, Special Health Accommodation

NSW Health Awards 2021

Finalists and winners to be announced early 2022

NSW/ACT Young Achiever Awards 2021

Winner

Brad McEntee, CNC, Infection Prevention and Control, Special Health Accommodation

National Value-Based Health Care Awards 2021 (sponsored by NSW Health)

Winner

Inspiration Award - *Leading Better Value Care (LBVC) Bronchiolitis program, Sydney Local Health District*

Finalist

rpavirtual, Sydney Local Health District

Awards

ACHSM NSW Health Manager Leadership Awards 2020

Natalie Shiel, Flying Squad Coordinator, Sydney Local Health District

Jenny Smit, Executive Director Clinical Services, Tresillian

Australian and New Zealand Hip Fracture Registry Golden Hip Award 2021

Top 10 finalist
Concord Hospital

Australian Commission on Safety and Quality in Health Care

National Clinical Trials Governance Framework

Highest rating - Established Systems

Clinical trials at Sydney Local Health District

Australian Security Industry Awards 2021

The 2021 Outstanding Security Team

Security team, Sydney Local Health District

Carers NSW Carers + Employers Program 2021

First Australian Employer to attain Level 2 accreditation

Carers Program, Sydney Local Health District

CHIME Digital Health Most Wired Survey 2021

Top 20 per cent worldwide
ICT Services, Sydney Local Health District

NSW Health Excellence in Nursing and Midwifery Awards 2021

Winners to be announced in early 2022

Finalists

Midwife of the Year - Claire Devonport, Canterbury Hospital

New to Practice Nurse/Midwife of the Year - Carmen Huang, Canterbury Hospital

Nursing/Midwifery Team of the Year - Special Health Accommodation Nursing Team, Sydney Local Health District

Aboriginal Nurse/Midwife of the Year - Brendan Gentles, Camperdown Community Mental Health

NSW Health Excellence in Nursing and Midwifery Awards 2020

Finalist

Judith Meppem Leadership Award - Andrew Ingleton, Clinical Nurse Consultant, Public Health Unit

Newsweek's World's Best Hospitals 2021

In best 200 hospitals worldwide
RPA Hospital

Pride of Concord Medal 2020

Winner

Dr Timothy Gray, Staff Specialist in Microbiology and Infectious Diseases, Concord Hospital

RPA Foundation Research Medal for 2020

Winner

Professor Stephen Twigg, Head of the Department of Endocrinology, RPA Hospital

Thrombosis and Haemostasis Society of Australia and New Zealand (THANZ) Medal 2021

Winner

Dr Sonali Gnanenthiran, Cardiologist, Concord and Canterbury Hospitals

World Stroke Organisation 2021 Angels Awards

RPA Hospital, platinum status

Concord Hospital, gold status



Brad McEntee wins Young Achiever Award

Frontline health care worker Brad McEntee won a 2021 NSW/ACT Young Achiever Award, in recognition of his contribution to the COVID-19 response in Sydney Local Health District.

"I lead a team of nurses who specialise in infection prevention and control at Special Health Accommodation. We have all worked together to keep staff and the community safe," he said.

He was one of four finalists for the Public Health Pandemic Response Award which celebrates those who've made a difference to the health and wellbeing of others and who've demonstrated resilience, leadership, compassion and support in the face of adversity.

Brad was seconded to help establish Special Health Accommodation which provides 24/7 comprehensive care for returning overseas travellers

and members of the community, who are required to undertake mandatory supervised quarantine.

His role includes managing the infection control team at Special Health Accommodation, reviewing infection prevention and control policies and procedures and conducting Personal Protective Equipment (PPE) and hand hygiene audits.

District receives world

recognition for stroke care

Two hospitals in Sydney Local Health District have received global recognition for high standards in stroke patient treatment and care, with the World Stroke Organisation awarding RPA platinum status and Concord gold status in its 2021 Angels Awards.

The awards acknowledge high performing hospitals and aim to improve patient outcomes by setting global benchmarks for best practice stroke care.

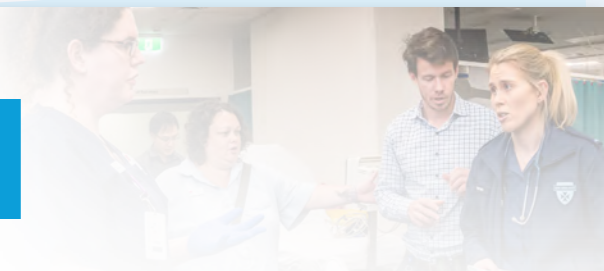
To date, only two other hospitals in Australia have been awarded platinum status.

Data shows more than 27,000 Australians experienced a stroke for the first time in their lives

in 2020, while there are more than 445,000 Australians living with the effects of stroke.

As part of the awards process, training, protocols and the performance of each hospital's stroke unit were assessed.

RPA and Concord's stroke services met or exceeded international benchmarks, demonstrating excellence for outcomes including optimum time to treatment, coordinated care, appropriate scans and screening, and ensuring patients are discharged from hospital on medications to minimise the risk of further stroke.



Education

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

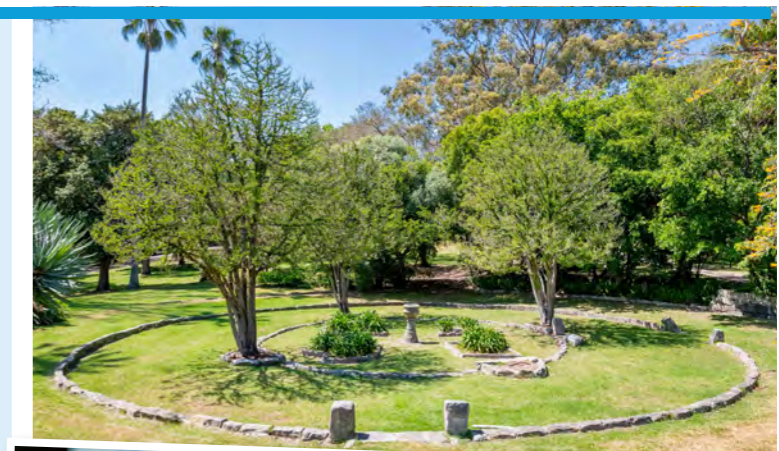
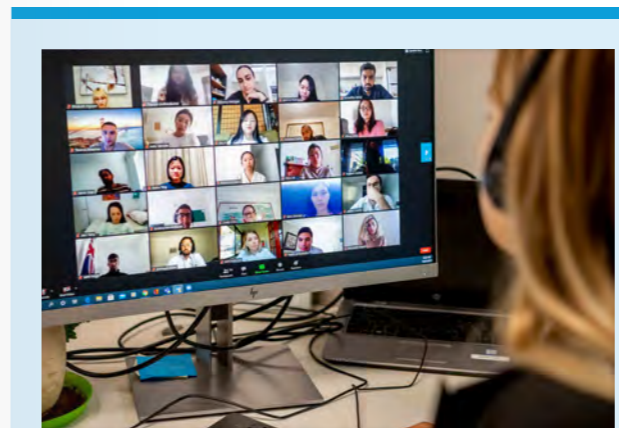
In 2020 and 2021 the Centre transformed its business to support the District's COVID-19 response.

Tiger Teams provided education and support right through the organisation and led education of staff for the NSW Health Vaccination Program.



HIGHLIGHTS

- Supported the COVID-19 pandemic response* with the establishment of Tiger Teams to provide just in time education programs, support, and competency assessments, developed first of a kind education to support the state's first Mass Vaccination Centre, and led a program to keep staff safe on the frontline through mask fit testing
- Developed new courses within the Neurobiology of Human Connection including Trauma Informed Leadership and the Neurobiology of Stress and the Stress Response
- Developed the Getting Started Program for new and acting managers
- Led consultation on the Staff Accountability Framework which will be launched in early 2022
- Commenced consultation on the Education and Training Strategic Plan



Did you know?

Despite COVID-19, staff completed 202,793 online modules in the 2020-21 financial year.

And 15,499 workplace competency assessments were done (for example PPE donning and doffing)



2,741
courses delivered

15,819
attendees across
501 virtual sessions

Community engagement and partnerships

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 for your generous contribution – and to thank you for partnering with us to help 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



Canterbury Leagues Club donated a Panda Neonatal Resuscitator Unit to help Canterbury Hospital care for critically-ill babies



Community members Raquel and Frank Virtu donated a \$6,500 cuddle cot to RPA Women and Babies, using money they raised through pregnancy and infant loss support group, Bears of Hope.



The Green Light Institute's Hearts and Minds Investments has donated more than \$1.5 million to the District. Funds have, so far, been used for translational research into the impact of COVID-19 on mental health and chest pain, evaluation of the stroke code activation system in Emergency Departments, and using artificial intelligence to assist triage

Partnering with our community

Partnering with our community is central to our vision, "excellence in health and healthcare for all".

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. Our team has been strengthened by new and existing partnerships - including other government agencies (especially the NSW Police and Department of Communities and Justice), non-government organisations, community leaders and private businesses. I would like to thank our community for their support during this time.

The COVID-19 pandemic has required us to pivot our existing engagement strategies and work in new ways to not only maintain our connection with our community and our networks, but also to work with our community groups and leaders and their networks to support our community to keep people safe from COVID-19.

There are a range of ways we engage our community through formal and informal mechanisms. These include meetings and forums, community events and open days, health promotion activities, information sessions, education sessions, formal and informal consultations, clinical co-design and re-design, working groups, key safety and quality groups and through volunteering, fundraising, donations, communication and media initiatives and programs.

We have a proud history in partnering with consumers and community, with a formalised structure. There is a dedicated community participation framework and guiding documents which articulate our commitment to partnering with consumers - these documents are reviewed regularly.

The District has dedicated staff as part of our Consumer and Community Participation (CCP) Program. These staff oversee Consumer and

Community partnerships from the bedside and through to the organisational level. Consumer Representatives are recruited and managed and through the CCP program and are a present on committees across our District. Via the Consumer and Community Participation program we convene our Consumer and Community Advisory Networks in our Hospitals and services.

COVID-19 has required a significant change. However, our facility and service consumer networks have maintained strong activity over the period of COVID-19, meeting regularly (remotely) and engaging in activities including hospital and district strategy, telehealth, Digital strategy, hospital redevelopment working groups, Health Literacy strategies including Consumer Reviews for Patient Facing Materials, department and service feedback and other safety and quality programs. Almost 500 meetings have been held with consumers this year in COVID-19 safe ways.

Some of the activities included:

- Consumers provided feedback on the District's Visitor Policy
- A survey of the consumer network to enable us to adjust engagement approaches during the pandemic to provide valuable information to stakeholders regarding consumer sentiments during COVID-19 restrictions and early outbreak
- A virtual tour of Concord Hospital redevelopment, RPA Virtual Hospital and Special Health Accommodation to provide consumer feedback
- Established a consumer network for **rpa** virtual
- Projects included Ambulatory Care Digital Patient Journey, COVID Clinic portal, Friendly Faces Helping Hands website for rural patients, RPA Management Plans policy, RPA Dashboard (reporting safety and quality data on the wards), District Ambulatory Care letters and telephone call templates

Our Cultural Diversity Hub is integral to our approach to community participation. This year the team of cultural support workers supported our in-language resources for our multicultural community and became our frontline navigators, supporting community members at our vaccination centres and mobile clinics. The District again partnered with community leaders to develop a range of video resources to help share important and timely information with community groups about COVID-19.

Each year the District publishes and hosts community 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 (through multimedia and video) and engaging with our community and building our partnerships. One of the significant opportunities to come together this year was during NAIDOC Week, when we officially opened the revamped Sister Alison Bush Lounge at RPA, named in honour of one of the state's longest serving and most influential midwives.

We also held virtual events for ANZAC Day and Remembrance Day which were joined by our community online.

Many formal and informal networks have also been developed through donations during this period with business and our community offering support. We have managed to support local business and form important relationships with local businesses and residents.

We have been humbled by the way our community has stepped forward to support our work during the last two years. We are stronger together.


Sustainability


Sydney Local Health District became one of 1,450 members in 72 countries to join the Global Green and Healthy Hospitals Network as a sign of our commitment to sustainability in healthcare and support our aspiration of being carbon neutral by 2030.




Concord Hospital led project

Replaced 1,400 fluorescent lights with energy efficient LEDs in two buildings at Concord Hospital to save more than 250 tonnes in carbon dioxide emissions and cut our electricity bill by close to \$60,000 every year

 1,400 lights replaced with LEDs

 saving more than 250 tonnes in carbon dioxide emissions

 cutting our annual electricity bill by close to \$60,000

District joins Global Green and Healthy Hospitals Network

Sydney Local Health District has joined the Global Green and Healthy Hospitals Network as a sign of its commitment to sustainability in healthcare.



The Network is a global organisation whose members are dedicated to reducing the environmental impact of the healthcare sector. There are 1,450 members in 72 countries.

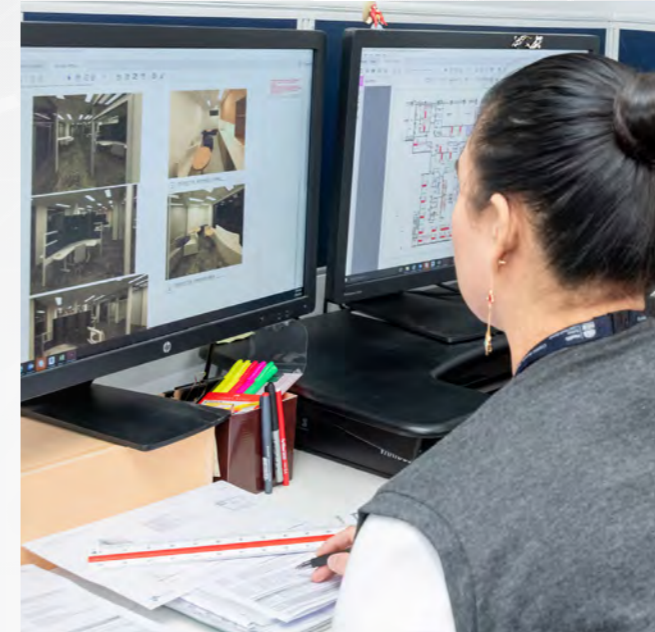
Every member has to commit to at least two of the Network's 10 goals which are designed to deliver environmentally sustainable healthcare.

The District's Sustainability Committee has identified six key goals.

"We have chosen to focus on energy, purchasing, waste, water, buildings and transportation," Troy McIntyre, the District's Energy Manager, said.

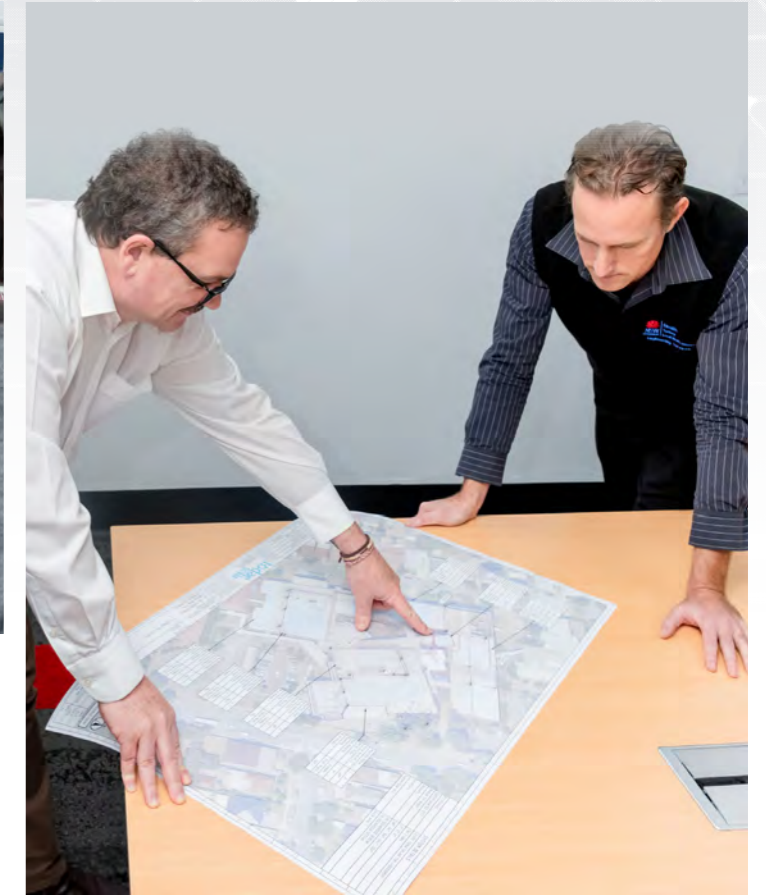
"The Sustainability Committee is collaborating with teams in our facilities and services to pinpoint ways we're able to meet these goals over time and reduce our environmental impact," Mr McIntyre said.

The District has already introduced sustainability measures across its facilities and services in an effort to further reduce its carbon footprint.



Canterbury turning to solar power

A 600kw Solar PV system has been installed at Canterbury Hospital. It's estimated to save more than 600 tonnes of carbon dioxide emissions annually and save about \$130,000 in electricity costs.



Delivering sustainable healthcare

Sydney Local Health District has begun to introduce additional environmentally friendly products across its facilities, as it takes further steps to reach its aspiration of being carbon neutral by 2030.

"We have made progress towards greater sustainability through a changeover to some biodegradable and compostable clinical consumables including medicine cups, denture cups and pill cups," Carl Sharp, the District's Acting Health Product Manager, said.

Data shows the District uses almost two million pill cups, 183,000 medicine cups, 42,900 denture cups, and 12,000 denture cup lids every year.

"Many of the items were made of plastic. We wanted to take action to switch to products that were better for the environment," he said.

The move has resulted in the District now using 2,185,100 items that are biodegradable, compostable or recyclable each year instead - which is also delivering annual savings of about \$45,000.



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.

HIGHLIGHTS

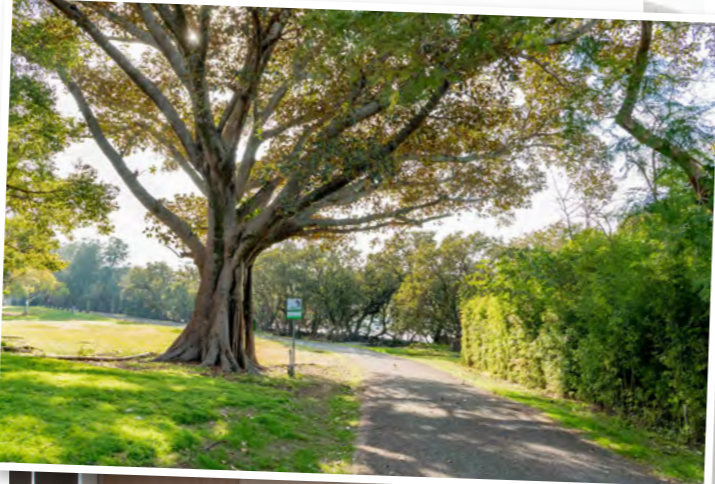
- Canterbury Hospital — expanded the Emergency Department, *installed 600KW solar panels (forecast to save \$120,000 per year)*, capital works for Tresillian's virtual hospital service, constructed COVID-19-ready wards and facilities
- Concord Hospital — launched the new helicopter landing site, constructed the Fussell House accommodation service, capital works program for the new Building 20 research centre, refurbished the Visiting Medical Officer car park, *installed rainwater harvesting tanks and LED lighting upgrades*, constructed COVID-19-ready wards and facilities
- RPA Hospital — refurbished the RPA Hospital Transit Lounge, established the first COVID-19 Transfer of Care (TOC) system, expanded the Metabolic Unit, refurbished the Sister Alison Bush Lounge, *LED lighting upgrades*, constructed pharmaceutical manufacturing labs at Professor Marie Bashir Centre in partnership with the University of Sydney and Ab Initio Pharma
- District services - capital works for the Tote Building at Zetland, established the first Biomedical UVC Disinfection system, refurbished District Finance Services team's staff resource room, upgraded Yaralla Estate footpaths, *installed rainwater harvesting tanks at Marrickville Community Health Centre*.

IN 2020-21

313
capital works requests

48,033
operations and maintenance requests received

7,895
biomedical engineering works requests received



New health services in Green Square and Zetland

The communities of Green Square and Zetland are set to benefit from new health services as part of a \$100 million NSW Government investment in out-of-hospital care in NSW.

Sydney Local Health District announced the planned RPA HealthOne will be located at 944 Bourke Street, Zetland, one of 20 sites across the state bringing together GPs with community health and other professionals in multidisciplinary teams under one roof.

The RPA HealthOne near Green Square will support a more efficient primary health care system by connecting Commonwealth-funded general practice and private practitioners to state-funded primary and community health services to improve health and wellbeing of the local community.

Another boost for the growing community will be the introduction of a new child and family health clinic at the Tote building in Joynton Ave, Zetland.

The child and family health clinic will provide services for parents with children aged 0-5 including nursing, breastfeeding support, allied health and community paediatric clinics as well as RPA Antenatal outreach appointments for women expecting a baby.



New helipad operational at Concord Hospital

WATCH VIDEO



Helicopter pilots flying critically ill or injured patients to Concord Hospital now have a new landing spot, with the upgraded helipad streamlining access to patient care.

A successful helicopter test flight was carried out in March 2021, with the pilot completing take-offs and landings during the day and at night.

Now, the new helipad is operational 24-hours a day, seven days a week.

There is now improved access from the helipad to Concord's Burns Unit and to the Intensive Care Unit. There is also connectivity to the hospital's Emergency Department and operating theatres.

The District's Capital Assets, Projects and Engineering team led the project to upgrade the helipad, in consultation with the builders of the new Concord Hospital Stage One Redevelopment.

Concord Hospital's \$341.2 million redevelopment opens to first patients

Since the Premier, Health Minister, Treasurer and local Member of Parliament announced a \$341.2 million stage 1 redevelopment of Concord Hospital, just four years ago, dedicated teams from Sydney Local Health District and Health Infrastructure, together with clinicians from aged health and rehabilitation, cancer and haematology services, cancer survivorship and veterans' care have set their sights on the future, with the common goal to provide the very best health care services and patient experience for the community.

Services were decanted, staff relocated to other areas, old buildings demolished and purpose-built facilities for our aged health, rehabilitation and cancer patients designed.

The past 12 months saw a flurry of activity in the building with up to 400 construction workers on site at the same time, operating in a coordinated manner to finish the building on budget and on time under strict building COVID-19 restrictions. The hospital continued to operate and manage over 200 different disruptions to different areas of the existing multi building and ensured that quality patient-centred care was maintained.

The remarkable looking building fits seamlessly with the existing heritage and recognises and pays homage to the beautiful architecture of previous generations. The building has specialist clinic spaces, assessment and therapy areas, rehabilitation gyms, psychogeriatric medicine and a wellness centre. The Comprehensive Cancer Centre will increase capacity for day and inpatient oncology and haematology services and Survivorship, with a world class clinical research facility. Icon Group will provide the first public radiation oncology and PET scanning service in Concord using the latest in radiation therapy.

A new STRONG service will deliver medically supervised resistance training to improve the quality of life and health, strength, endurance and independence of older people with a range of chronic illnesses.

On 8 October 2020, the building was officially topped out in a VIP event on the roof of the large impressive three-tier structure. Then on Tuesday 21 September 2021, 1,556 days after the redevelopment project was announced, Concord Hospital's new 8-storey clinical services building proudly welcomed its first patients.

Responding to the needs of the community has always been central to Concord Hospital's services. As part of the NSW Government's response to the COVID-19 pandemic, the District worked with its partners and building contractor Roberts Co to fast-track elements of the redevelopment to provide the services most needed in these unprecedented times during the peak of the COVID-19 pandemic crisis in New South Wales.

"Our staff and our services continue to be responsive and resilient, and it is fitting that the newest healthcare facility in NSW is serving the community by opening its doors to COVID-19 patients in their time of need," the District's Chief Executive, Dr Teresa Anderson said.

The building was handed over for early use and the new state-of-the-art clinical services building provided an ideal environment to care for the increasing number of patients with COVID-19 requiring hospitalisation and acute care in strict infection controlled isolation settings.

Patients have benefited from larger, single-bed rooms, the latest in healthcare technologies and equipment, and sweeping views of the Parramatta River. Staff adapted well to new workflows and equipment and enjoy the excellent line of sight to their patients in isolation and the large break-out spaces and modern amenities.

The hospital's aged health, rehabilitation and cancer care services continued to care for patients from the existing facilities during this pandemic response.

In 2022, the community can look forward to the enhancement and integration of clinical research, improved access to new services with dedicated patient entry and drop-off areas, and a beautiful spacious and open public concourse. The new clinical services building is an incredible healthcare facility offering a centre for Aged Health and Rehabilitation for both inpatients and outpatients.

"We look forward to the official opening of this exceptional healthcare facility next year and the day we will welcome veterans and our aged health, rehabilitation and cancer patients through the doors," Concord Hospital's General Manager, Dr Genevieve Wallace said.

Concord Hospital has a long and proud history of caring for the community. It was 104 years ago when Dame Eadith Walker established a camp on the grounds of Yaralla Estate to care for Australian soldiers suffering tuberculosis returning from WWI. And it is 80 years since the first WWII returned servicemen and women were cared for at the 113th Australian General Hospital.

The Australian first integrated care model and service for veterans, the National Centre for Veterans' Healthcare (NCVH), first opened in 2019. Services were expanded to include Fussell House, a residential accommodation facility for veterans and their families receiving care at NCVH which was established in 2020 and officially opened in June 2021.

To complete the stage one redevelopment, construction of a new \$32.4 million multi-storey hospital car park is expected to begin in 2022 when the ramp wards are vacated during the decanting process.



RPA welcomes record \$750 million investment and acceleration



In October 2020 the NSW Premier, Treasurer and NSW Health Minister announced on Gloucester Lawn that the \$750 million commitment to the redevelopment of the RPA would be accelerated, decreasing the program by approximately one year.

Since that morning, an enormous amount of work has taken place behind the scenes to ensure that the redevelopment of RPA remains on track and on budget and reflects the history and prestige of this great institution and District.

An integrated Project team working across many disciplines including administration, communications, ICT and change management, was established shortly after the funding announcement. The ever-expanding team is headed up by well-known Kristina Zarkos in her Sydney Local Health District Project Lead and includes representatives from the District, Health Infrastructure and TSA Management. Ms Zarkos joined the hospital as a graduate nurse in 1997 and over the next 24 years, she rose to become RPA's Director of Nursing and Midwifery.

Throughout the past year, a range of consultants have also been added to provide expert advice to the Project team. Some of the key appointments include a chief architect, cost manager, heritage and town planner, specialists in structure, façade and civil, surveyors and traffic experts.

An aborist, fire consultant, logistics, wind and aviation have also been key appointments of the Project.

The redevelopment provides an opportunity to improve physical infrastructure, develop facilities that meet the future demands of the community and improve patient access and care. The redevelopment will deliver an enhanced and expanded Emergency Department and Intensive Care Unit, as well as improved medical imaging services, operating theatres and maternity, birthing and neonatal services.

As one of Australia's premier tertiary referral hospitals the project seeks to meet the growing needs of the community and future healthcare needs to 2031 as outlined in the 2019 Clinical Services Plan (CSP). The CSP identifies critical priorities to be addressed by the project to provide increased capacity to meet projected demand.

The Project will include early works, enabling and decanting works to facilitate the refurbishment and new build that integrates with existing hospital facilities.



Facts

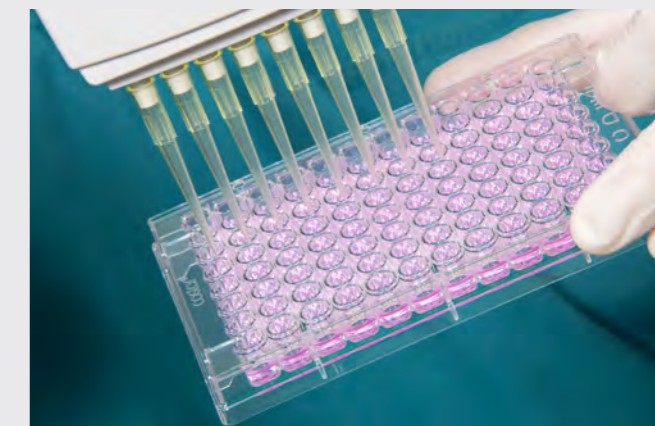
The \$750 redevelopment is the most significant investment in RPA's history.

Stage 1 of the redevelopment will include expanded and enhanced:

- Emergency Department
- Intensive Care services
- Medical imaging services
- Operating theatres and interventional cardiology
- Maternity, birthing and neonatal services
- Adult inpatient accommodation / beds
- Associated clinical and non-clinical support services capacity

Camperdown health, education and research precinct – a key part of Tech Central

The RPA Campus incorporates a range of highly specialised services and sits within the Camperdown Health Education and Research Precinct (CHERP) which includes a cluster of partners who are recognised leaders in clinical care, research, education, teaching and innovation. These partners include the University of Sydney, University of Technology Sydney, Chris O'Brien Lifehouse, as well as a number of international renowned medical and research institutes and research centres. CHERP has been identified as one of six sub-precincts within the Tech Central District.



Tech Central District

Royal Prince Alfred Hospital will be an anchor institution of Tech Central. As the future focal point of Sydney's innovation and technology community, Tech Central will create a vibrant innovation and technology precinct in the heart of Sydney's CBD, with strong links to international markets, Greater Sydney, and the rest of NSW.



Financial snapshot

In 2020-21 Sydney Local Health District spent \$2.2 billion providing healthcare to the people of NSW and came in on budget.

A total of \$1.29 billion was staff-related expenses and a further \$63 million went towards Visiting Medical Officers (VMOs). Other operating expenses were \$740 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 \$82 million from patient fees and \$415 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 2021-22 financial year.

Supply Services

Our supply staff oversee goods and services procurement for Sydney Local Health District, valued at over \$674 million in the last financial year. Our Contracts and Compliance Unit undertakes all local tendering with more than 878 active contracts plus 578 clinical trials in the PROcure contract register. We achieved contract savings of \$3.43 million. This year the District also transitioned to the iExpenses Employee Reimbursements payment processing platform.

Actual expenses	\$	%
Employee Related	\$1,289,274,000	58.6%
Other operating	\$739,558,000	33.6%
VMOs	\$63,121,000	2.9%
Depreciation	\$69,006,000	3.1%
Grants and Subsidies	\$23,431,000	1.1%
Third Schedule Hospitals	\$14,096,000	0.6%
Other services	\$595,000	0.1%
Total expense	\$2,199,081,000	100.0%

Actual revenue	\$	%
Patient fees	\$81,563,000	16.4%
Other revenue	\$415,424,000	83.6%
Total revenue	\$496,987,000	100.0%

Source: SLHD Annual Financial Statements for the year ended 30 June 2021

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 (non-COVID)	Non-admitted patient service events (COVID)	Emergency Department attendances	Ambulance presentations	Births
Balmain Hospital	1,507	134	8.9%	27,457	14.61	75	96.46%	5,816	28,466	78	89,948	52,762			
Benevolent Society of New South Wales - Scarba Services											3,632				
Canterbury Hospital	19,034	6,174	32.4%	55,186	2.67	151	66.54%	46,557	82,942	227	103,419	70,089	43,350	8,204	1,488
Chris O'Brien Lifehouse - public contracted services	2,651	847	32.0%	10,628	3.39	29	40.26%	10,628			152,733				
Community Health Services											108,576	18,886			
Concord Hospital	54,735	33,155	60.6%	226,518	3.60	621	88.85%	139,140	254,935	698	484,922	332,233	41,701	11,021	
Mental Health Services**											238,196				
Royal Prince Alfred Hospital	82,531	41,252	50.0%	295,920	3.43	811	94.51%	242,198	313,122	858	568,575	1,422,204	79,821	23,685	4,524
RPA Institute of Rheumatology and Orthopaedics	1,976	403	20.4%	6,112	3.08	17	68.11%	6,112	8,974	25	42,826				
RPA Virtual Hospital											85,813	49,300			
Sydney Dental Hospital															
Thomas Walker Hospital	176	104	59.1%	1,178	8.36	3	23.30%		5,056	14					
Tresillian Family Care (Canterbury/Willoughby/Wollstonecraft/Nepean)	5,700	147	2.6%	20,747	3.58	57	81.10%	20,743	25,582	70	22,633				
District total	168,310	81,369	48.3%	633,118	3.50	1,764	88.05%	471,194	719,077	1,970	1,901,273	1,945,474	164,872	42,910	6,012



District welcomes the Hon John Ajaka as new Chair of the Board



The Hon John Ajaka is a lawyer and politician and a father of six daughters, who has had a distinguished career in public office, working for local communities.

After retiring from Parliament as the 21st President of the Legislative Council he jumped at the opportunity to join the team at Sydney with one of the largest Culturally and Linguistically Diverse (CALD) communities of any Local Health District in the state.

"It was a terrific fit," he said.

"The opportunity to continue working with the community is something I really wanted to do," Mr Ajaka said.

Mr Ajaka is, in his words "a first generation Aussie" who has been influenced throughout his career by his parents who arrived in Australia from Lebanon in the early 1950s.

"I have great pride in my father, to put it simply, for the guts he showed at 21 years of age leaving his wife and two children [in Lebanon], coming to Australia, working at the steel works shovelling coal into the furnaces - not speaking a word of English - and then a few years later being able to send for my mother and older siblings ... mum arriving and not speaking a word of English and then both of them finishing their careers as Government interpreters.

"My brothers and I, my children and their children owe an eternal debt to them ... for the courage they showed coming to a new country and of course to Australia for accepting them to come... and giving us this extraordinary, wonderful life.

His mother always encouraged him to take the best of both cultures [Australian and Lebanese] all people, all religions.

"That to her was the true Aussie way of life...it has had a huge impact on me - and still does."

Mr Ajaka says he got into politics because he thought more could be done to support communities - particularly CALD communities.

He says some of the proudest moments of his life came about as Minister for Disability Services, Minister for Aging, Minister for youth, Minister for Multiculturalism.

"For me - it was about working with community, respecting them, understanding them, working together in partnership. If you want communities to respect you - you must respect them...have an understanding. Sydney Local Health District does that. It brings people in partnership - working together to deliver services that are needed, understood and wanted.

As the new board Chair Mr Ajaka said it is important that they [the board] remember that they follow in great footsteps.

"In my view the board is here to ensure necessary funding and resources both in infrastructure and equipment to assist the incredible staff to do the work they do.

"I don't think we can ever forget what they've all been through - it is the hardest 12 months I've ever known," Mr Ajaka said.

Our Board

We would like to welcome our new Sydney Local Health District Board members. The Board is chaired by the Hon John Ajaka. Together they bring a wealth of experience and local knowledge to the management of our District.



The Hon John Ajaka

Chair

The Hon John Ajaka is a lawyer and politician, known for his commitment to community. He has had a distinguished career in public office, most recently as the 21st President of the NSW Legislative Council. He is a former Minister for Ageing, Disability Services and Multiculturalism and Parliamentary Secretary for Transport and Roads and Parliamentary Secretary to the Leader of the Opposition. He served as a Councillor for Rockdale Council. He is a Director and life member of the Australian Lebanese Chamber of Commerce, and was the first Liberal Party Lebanese Australian member of an Australian Parliament. He is a Director and Patron of the Biaggio Signorelli Foundation for Asbestos Cancer Research, Chair of the NSW Rugby League Foundation and Patron of the NSW Wheelchair Rugby League.

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.



John McGee

B.Ec. LIB

John McGee has extensive and wide-ranging experience as a non-executive director in Australia. His executive career spanned 30 years in the financial markets culminating as Managing Director of BNY Mellon Australia Pty Ltd for nine years, heading up the Bank of New York's corporate trust operation in Australia. He is a qualified solicitor who has practised in Sydney and London. He is a director of the federal government's Climate Change Authority and recently served on the board of AirServices Australia. Mr McGee has also served on other boards as a non-executive director. This includes terms as the Chair of the Audit and Compliance Committee of the Private Health Insurance Administrative Council (PHIAC), the regulator of all private health insurers; Westpac Funds Management and Delhi Petroleum.



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 BA FAIM MAICD

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.



Richard Acheson

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.



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.



With thanks to our former Board members

We would like to thank all members who have served on the Board of Sydney Local Health District over the past 10 years.



The Hon Ron Phillips AO
Former 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 a founding shareholder and director of BCAL Diagnostics Pty Limited and a director of Westmead IVF.

Victoria Weekes

Former 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. Victoria is the Independent Chair of OnePath Custodians 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.



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.



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 Ngunampa Health Council in the north-west corner of South Australia.



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.





District farewells Dr Tim Sinclair

Sydney Local Health District farewelled Dr Tim Sinclair this year after nearly two decades of working at the heart of the District's leadership team.

He was the District's Executive Director of Operations for the past three years – otherwise known as the DO.

Dr Sinclair began his career in the District in 2004 after graduating (with distinction) from the University of Sydney.

He joined the Graduate Health Management Program which is designed to grow health service leaders for the future and to build a legacy of strong management across the District.

He held numerous roles in the District.

In 2013, he was the Acting General Manager of Concord Repatriation General Hospital, when he was named the recipient of the Anthea Kerr Award which recognises future public service leaders in New South Wales.

At the time, he was the youngest General Manager of a tertiary health facility in the state. It was the first time a NSW Health employee had received the distinguished award.

"I am really proud of the award. It gave me an additional determination to keep pushing toward the redevelopment of Concord Repatriation General Hospital. The redevelopment is one of the biggest achievements of my time as General Manager of the hospital and throughout my District role," he said.

The District's Chief Executive Dr Teresa Anderson said Dr Sinclair's career showed the impact young people with great ideas, and the ability to build partnerships with others, can make – particularly in health care.

"Tim has been the General Manager of Balmain and Concord hospitals. He truly cares about the community he serves. He has driven projects that have made, and will continue to make, a difference to the lives of people in our community," she said.



Our Executives

Chief Executive

Dr Teresa Anderson AM

Executive Director Operations

Dr Tim Sinclair

Acting Executive Director Operations

Ross Sinclair

Director Workforce and Corporate Operations

Gina Finocchiaro

Executive Director Clinical Services Integration and Population Health

Lou-Anne Blunden

Executive Director Medical Services, Clinical Governance and Risk

Associate Professor
Andrew Hallahan

Executive Director Nursing and Midwifery Services

Ivanka Komusanac

Executive Director Sydney Research

Adjunct Associate Professor
Vicki Taylor

Chief Information Officer

Richard Taggart

Director Health Informatics Unit, Chief Medical Information Officer

Dr Angus Ritchie

Deputy Director Health Informatics Unit, Chief Nursing and Midwifery Information Officer

Aaron Jones

Acting Executive Director Finance

Puneet Datta

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 Alcalá

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, Chief Allied Health Information Officer

Sarah Whitney

Director Mental Health

Dr Andrew McDonald

Director Pharmacy, Chief Pharmacy Information Officer

Rosemary Burke

Director Centre for Education and Workforce Development

Lesley Innes

Director Strategic Relations and Communication

Corryn McKay

Director Planning

Dr Pam Garrett

Director Media

Kate Benson

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 Harrn

Operations Manager

Julie-Ann O'Keefe

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
tresillian.org.au

1b Barber Avenue
Kingswood NSW 2747
T 02 9123 8990

25 Shirley Road
Wollstonecraft NSW 2065
T 02 9432 4000

2 Second Avenue
Willoughby NSW 2068
T 02 8962 8300

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

Community Health Services Head Office
Level 1, 300 Bridge Road
Forest Lodge NSW 2037
T 02 9515 9558

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

Child Health Information Link (CHIL) Contact Centre
T 02 9562 5400
slhd.nsw.gov.au/chil

Community Child and Family Health Centres

Alexandria Park Community Centre
Cnr Park Road and Power Avenue
Alexandria NSW 2015
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

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 5400

Punchbowl
44 Rossmore Street
Punchbowl NSW 2196
T 02 9562 0500

Zetland
100 Joynton Avenue
Zetland NSW 2017
T 02 9562 5400

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

slhd.nsw.gov.au