

Year in Review 2021-22

Making a difference

Published: December 2022



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, including information about our performance, our response to COVID-19 and some of the stories about the experiences of people in our District.

The Year in Review 2021-22 can be read together with the *NSW Health Statutory Annual Report 2021-22* which completes our annual reporting for the year. Our Year in Review can be found on our website slhd.health.nsw.gov.au

Sydney Local Health District was established as a legal entity on 1 July 2011 as part of the National Health Reform process. It marked the beginning of a new era in healthcare delivery in NSW. The change to the Local Health District followed a transition from Sydney South West Area Health Service to the Sydney Local Health Network in January 2011, ahead of the final transition to a Local Health District with its own Board. On 1 July 2021 the Sydney Local Health District celebrated 10 years of operations.

Through its hospitals, clinical and support services, the staff in Sydney Local Health District have a proud history of caring for our patients.

Our vision is excellence in health and healthcare for all.

Front cover:

COVID-19 Paediatric Vaccination Program.
Croydon Health Centre.

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Acknowledgement of Country



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

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

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

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

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

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

Our story

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

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

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

The Goanna or Wirriga

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

The Whale or Gawura

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

The Eel or Burra

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

Source: Sydney Language Dictionary

Artwork:

***Ngurang Dali Mana Burudi* – A place to get better**

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

Artwork by Aboriginal artist Lee Hampton utilising our story.

Year in Review

Message from the Chief Executive and Chair of the Board

We are immensely proud of the way our staff and our community continue to support our COVID-19 response, almost three years since the pandemic began.

This year has seen the transition toward living with COVID-19, managing and caring for those with COVID-19, while continuing to provide excellent healthcare for our communities.

We have cared for 1.4 million people in our outpatient services, almost 165,000 people attended our Emergency Departments and there were over 146,000 admissions and discharges at our hospitals. Almost 40,000 operations were performed in our hospitals and through collaborative care arrangements and almost 6000 babies were born at RPA and Canterbury Hospitals.

Our Community Health Services delivered care to 40,549 clients in service locations and 2846 were delivered in people's homes. We also provided care to over 31,500 children, tested the vision of 1459 children and offered 2210 talking and listening checks. The Sydney Health Care Interpreter Service supported 65,256 appointments for patients and their loved ones in more than 30 different languages.

Since opening as the first virtual hospital in Australia in February 2020, rpavirtual has provided virtual care to almost 60,000 people. We celebrated the team that worked in the Special Health Accommodation, caring for more than 23,000 people since opening in 2020.

Since 2021 our staff have been part of the biggest vaccination campaign in history, giving more than 1.6 million COVID vaccinations in our Vaccination Centres and in our community through our mobile vaccination program. The NSW Health Vaccination Centre team was acknowledged with a Premier's Award for Putting Customers at the Centre.

We have begun to harness the strengths and incredible innovations from our COVID-19 response, to introduce new ideas into our organisation, change practice and make plans for the future.

This has included maintaining strong partnerships with our communities, together with other human service agencies.

We've formally established an Aboriginal Cultural Support Team to improve the engagement and involvement of all Aboriginal and Torres Strait Islander people in their care, to ensure the District has the healthiest Aboriginal Community in Australia.

We have extended our focus on our LGBTIQ+ Community, one of the largest in Australia, with the recruitment of the state's first LGBTIQ+ Program Manager. We also became the first employer in Australia to achieve level two accreditation as a carer-friendly organisation.



Chair of the Board
The Hon John Ajaka



Chief Executive
Dr Teresa Anderson AM

We launched our new Digital Health Strategy and have continued to grow our virtual care capacity to enhance the experiences of our patients and staff. We are committed to developing new sustainability programs for a brighter future.

We have also had an emphasis on building services to meet the needs of our communities today and into the future. This year, as Concord Hospital celebrated 80 years of serving the community, we officially opened the \$341.2 million Rusty Priest Building Redevelopment as well as Fussell House, a 19-room residential accommodation facility for Veterans and their families being cared for at the National Centre for Veterans' Healthcare.

As Royal Prince Alfred prepared to celebrate 140 years, we saw the first designs for the \$750 million redevelopment of the hospital, the largest transformation in its history. We continued enabling and early works, including refurbishment of the paediatric ward and Kidney Centre RPA dialysis works.

We progressed the establishment of the Sydney Innovation Precinct for Health Education and Research, appointing an inaugural Chair and Executive Director. Royal Prince Alfred Hospital was officially announced as an anchor tenant in the Tech Central Innovation Precinct, and we celebrated significant funding announcements for the state-of-the-art Sydney Biomedical Accelerator. This will see the establishment of a new biomedical research complex in collaboration

with the University of Sydney and Centenary Institute. The complex will formally link RPA and The University of Sydney for the first time and will bring together some of the world's greatest minds to solve wicked problems and rapidly translate research to patient care.

We officially opened the \$9.9 million *Naamuru* at RPA, the first Parent and Baby Unit to be delivered as part of the Statewide Mental Health Infrastructure Program, to provide support for parents requiring acute care. We commenced construction for RPA HealthOne at Green Square. And, during National Reconciliation Week, we opened the new Aboriginal Cultural Garden at Canterbury Hospital, acknowledging the *Bediagal* people of the *EORA Nation*.

We would like to thank our board, our staff, volunteers, patients, partner organisations and our communities - we remained stronger together.

Chair of the Board
The Hon John Ajaka

Chief Executive
Dr Teresa Anderson AM

Sydney Local Health District Highlights 2021-22



Continued to support the NSW Health response to COVID-19.



Celebrated 80 years of Concord Hospital and opened the \$341.2 million phase 1 redevelopment of Concord Hospital.

Including The Rusty Priest Centre for Rehabilitation and Aged Care, a comprehensive cancer centre, Australia's first National Centre for Veterans' Healthcare, Fussell House, a 19-room residential accommodation facility for Veterans and their families.

Progressed the \$750 million redevelopment of RPA.

This included completing the refurbishment of the paediatric ward and RPA Kidney Centre Dialysis works.



Opened the \$9.9 million *Naamuru* at RPA.

This is the first Parent and Baby Unit delivered as part of the statewide Mental Health Infrastructure Program, providing specialist multidisciplinary support for parents requiring acute care and their babies.

Commenced construction of RPA HealthOne at Green Square.



Progressed our Digital Health and Innovation Strategy.

Through the Florence Digital Patient Portal and the Virtual Intensive Care Unit (vICU), in partnership with Far West Local Health District, linking care teams in far west NSW with clinicians and intensive care specialists at RPA.





Became the first employer in Australia to achieve level two accreditation as a carer-friendly organisation.



Progressed the Sydney Innovation Precinct for Health Education and Research, a key part of the Tech Central Innovation Precinct.

Including receiving funding for the state-of-the-art Sydney Biomedical Accelerator Complex at RPA in partnership with The University of Sydney and Centenary Institute.

Extended our focus on our LGBTQ+ community.

One of the largest in Australia – with the recruitment of the state's first LGBTQ+ program manager.

Recorded the highest Engagement (68 per cent) and Culture Index (64 per cent) in NSW Health in the NSW People Matter Employee Survey, 2021.

Established an Aboriginal Cultural Support Team.

To improve the engagement and involvement of all Aboriginal and Torres Strait Islander people in their care, to ensure the District has the healthiest Aboriginal Community in Australia.



Opened a new Aboriginal Cultural Garden at Canterbury Hospital during National Reconciliation Week, acknowledging the *Bediagal* people of the *EORA Nation*.

About

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

Our vision is excellence in health and healthcare for all.

About Sydney Local Health District

With about 16,000 staff, our District is responsible for the health and wellbeing of more than 740,000 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.

In the last five years, the Sydney Local Health District population has increased by 10.3 per cent which is higher than the overall growth in NSW (8.8 per cent). The population is expected to grow a further 26.2 per cent from 2021 to 2036.

How we deliver our services

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

Our 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.

The District is rich in cultural and social diversity and is home to a large number of established and emerging Culturally and Linguistically Diverse Communities. 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. Almost nine per cent of the District population speaks little or no English.

The major languages spoken at home include Chinese languages, Arabic, Greek, Korean, Italian and Vietnamese. New and emerging languages in the District include Bangla, Nepali, Rohingya, Mongolian and Urdu.

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 has a large population of people who are homeless. More than 6000 people – 48 per cent – of the people living in boarding houses and hostels live in this District.

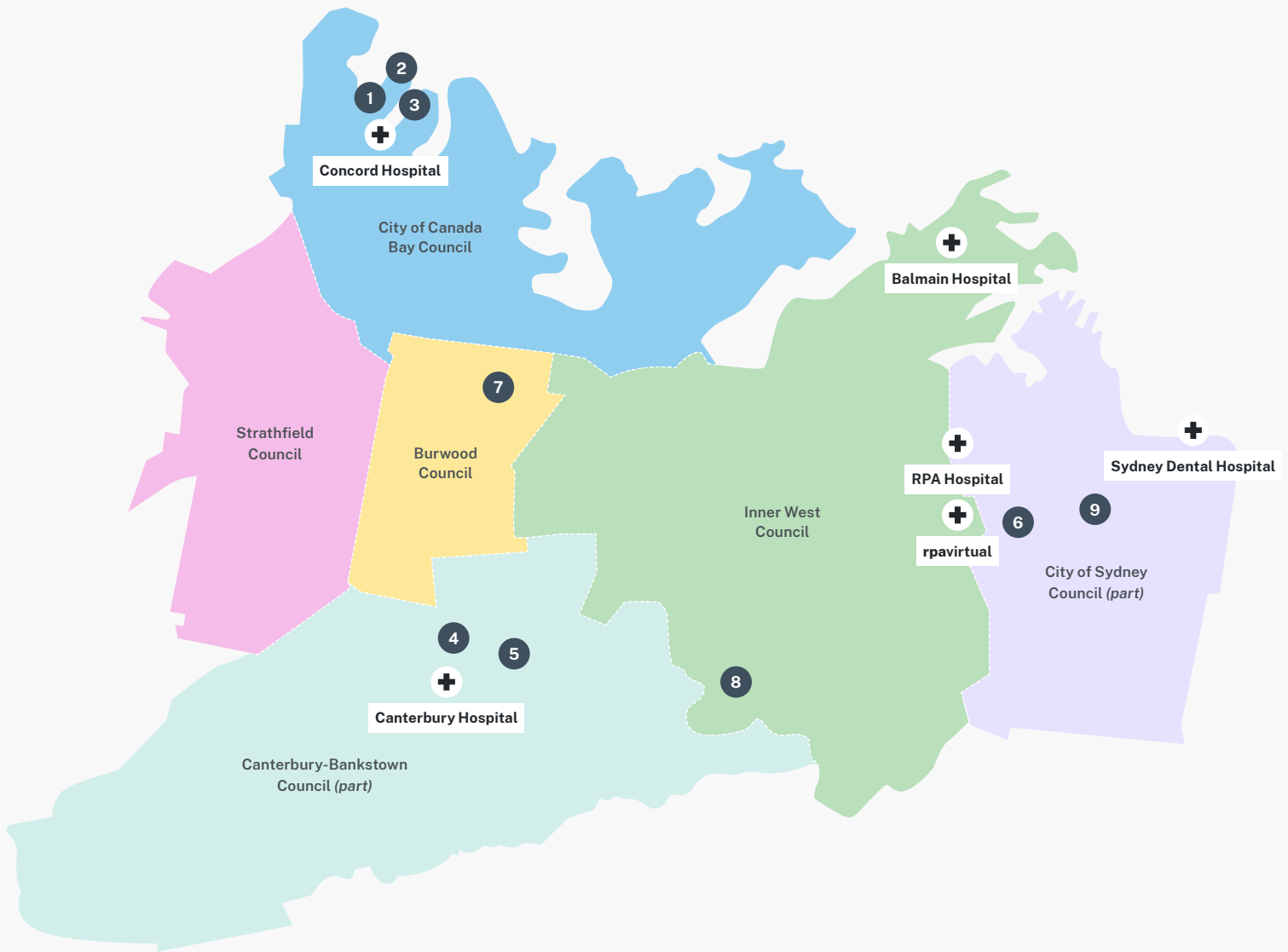
The population aged 70 years and over has grown more than 19 per cent in the last five years and is expected to grow by 67 per cent between 2022 and 2036. There are around 4500 people living in residential aged care facilities.

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

Each year, almost 7900 babies are born to mothers residing in the District.







164,602

people attended Emergency Departments across the District.

40,067

people presented to our Hospital Emergency Departments in an Ambulance.

146,549

admissions and discharges across our hospitals.

5519

babies were born at RPA and Canterbury Hospitals.

40,549

clients cared for by our community health staff in service locations across the District.

31,500

occasions of care delivered to children across the District by our community health staff.

58%

of residents speak a language other than English at home.

65,256

interpreter appointments for patients and loved ones in more than 30 different languages.

53,000

unpaid carers provide support across the Inner West.

1,447,410

attended our outpatient services.

48%

of people living in boarding houses and hostels in NSW live in Sydney Local Health District.

38,763

operations were performed.

1. Concord Centre for Mental Health, 2. Rivendell Estate, 3. Yaralla Estate, 4. Tresillian Family Care Centre, 5. Canterbury Community Health Centre, 6. Camperdown Community Health Centre, 7. Croydon Community Health Centre, 8. Marrickville Community Health Centre, 9. Redfern Community Health Centre

Consumer and community engagement

Our consumers are part of the Sydney Local Health District family – they are part of the rich fabric of our District and help us to achieve our vision of *Excellence in health and healthcare for all*. They are dedicated, enthusiastic and fun and they work hard to ensure that the patient voice is always close by with all of the decisions that we make.

Our Patients. Our People. Our Culture.

In Sydney Local Health District we have a commitment to cross-cultural patient, carer and family centred care. This embodies respect, compassion, support and responsiveness to the needs, experience, diversity and preferences of our patients, families, carers and the community.

To achieve our vision of *Excellence in health and healthcare for all* we continue to look for new ways to build our partnerships with patients, families and carers (consumers) and the communities we serve. We work together to learn from the experiences of our communities.

recognises the importance of involving patients in their own care and providing clear communication to patients.

The NSW Health *Elevating the Human Experience – Our Guide to Action* and its vision “A sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness, and is digitally enabled” further supports the need for patient and family centred care in all health services, learning from the human experience and working together for *Excellence in health and healthcare for all*.

Examples of partnerships with consumers and the community

Sydney Local Health District partners with consumers in a variety of ways and continues to look for new ways to work with consumers and the community to improve care. Some examples of our consumer partnerships include:

- Consumer, patient and carer lived experience stories
- Consumer representation through Consumer Networks – consumers provide peer support
- Patients and family involvement in clinical handover
- Consumers involved in project teams
- Informal consumer feedback
- Consumers review in clinical areas
- Consumers as committee members
- Consumers develop and deliver education
- Consumers on Workforce interview panels
- Consumers involved in research

Our Networks

Consumer Representative members on our Consumer and Community Advisory Network (CCAN)s are passionate about being involved in initiatives to help improve care provided to patients in our hospital. We have forum Consumer and Community Networks at: Balmain, Canterbury, Concord and Royal Prince Alfred Hospitals, RPA Virtual Hospital, Sydney Dental Hospital and Oral Health Services, Sydney Education, Mental Health Services and Sydney Research.

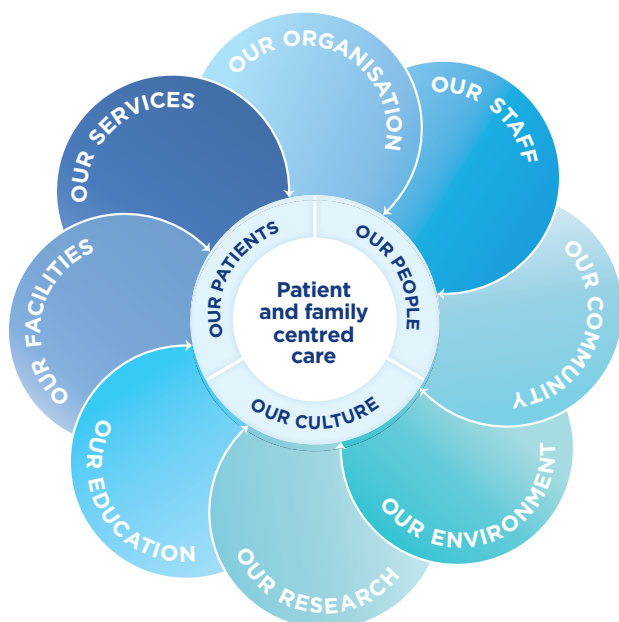


Diagram: Patient and Family Centred Care Model

Sydney Local Health District consumer and community partnerships align with National Safety and Quality Health Service (NSQHS) standards – *Partnering with Consumers Standard* which





Donations, Fundraising and Partnerships

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

This year some of the contributions included:

Over \$485,000

in sponsorship for
Innovation Week 2022.

\$50,000

in sponsorship for the Special Health
Accommodation Ball.

Over \$70,000

as part of the Step-up-for-Cancer
Survivorship Appeal.

Over \$1 million

donated by Hearts & Minds Investments for their
ongoing support of the Green Light Institute.

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 our website slhd.health.nsw.gov.au

SydneyConnect Story

Special artwork donated to cancer services at RPA



Rosemarie Slater, a proud *Kamilaroi* woman, was diagnosed with lung cancer in 2010. She was treated at RPA, but succumbed to the disease in 2011.

Now, an Aboriginal artwork donated by Rosemarie that depicts her cancer journey has been officially unveiled at RPA.

“It represents her experience with the health care system and the support she received from her family during her journey. It’s about connection. She’s gone, but she’s still around us all,” her sister Gail Daylight said.

It’s hoped that displaying Rosemarie’s painting will make Cancer Services a more welcoming place for Aboriginal people.

Lung cancer is the most common cause of cancer death in Aboriginal people.

The District is collaborating with local Aboriginal communities, the Central and Eastern Primary Health Network, BreastScreen NSW, the District’s Public Health Unit, and the Aboriginal Medical Service Redfern to develop strategies to improve cancer outcomes, said the District’s Acting Clinical Manager for Cancer Service, Sarah O’Shannassy.

“Through culturally appropriate care, integrated with the services and knowledge our Aboriginal Health partners provide, we’re striving to address the gap in cancer outcomes,” Ms O’Shannassy said.

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



S

NSW Health
[Name]
[Title]

COVID-19

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COVID-19

According to the World Health Organization (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.

Globally, as of 31 October 2022 there have been:

627,104,342

confirmed cases of COVID-19



6,567,552

lives lost



12,830,378,906

vaccine doses administered



Figures: World Health Organization, 31 October 2022.





Our Pandemic Response

Sydney Local Health District activated its COVID-19 response in January 2020. Each day our staff have been called on to support the response – and every day staff have asked what they can do to help.

We have been continually supported by our community.

It has been an extraordinary period in the history of NSW Health and in Sydney Local Health District.

In the first 12 months of the COVID response we prepared our teams, facilities and plans and established services to meet the challenges we faced. In 2021 and 2022 we joined the largest global vaccination campaign in history, launched a paediatric vaccination program and worked together to keep the community and our staff safe as the Delta and Omicron variants reached Australia. We also sent staff to support our colleagues across the state during unprecedented flood emergencies.



Highlights:

- Continued to support the COVID-19 response in NSW.
- Established a new Long COVID Clinic.
- Cared for more than 4000 patients with COVID-19 in our hospitals, 23,000 people in Special Health Accommodation and almost 60,000 virtually through rpavirtual since January 2020.
- Managed 2,654,377 non-admitted patient service events related to COVID-19.
- Maintained surveillance and screening programs in our hospitals and community, including at NSW ports.
- Supported the NSW Health Vaccination Program, giving over 1.1 million vaccinations at more than 100 locations.
- Implemented an Australian-first COVID-19 vaccine closed loop medication system, to ensure the safe storage and preparation of thousands of COVID-19 vaccines.
- Received a Premier's Award for Putting Customers at the Centre for the NSW Health Vaccination Centre response to COVID-19.
- Delivered a dedicated Outbreak Management response for vulnerable communities, including the establishment of a 24 hour Cultural Response Team, ensuring equity of access to vaccination and health information for one of the most diverse communities in the state.

Did you know?

The busiest day at the RPA COVID-19 Testing Clinic was 27 December 2021 with 1697 people tested for COVID-19 in a single day.



949,842

COVID-19 tests.

438,558

Surveillance screening tests conducted on Border and Quarantine Workers.

23,408

Patients cared for in Special Health Accommodation.

1,622,007

vaccine doses administered.

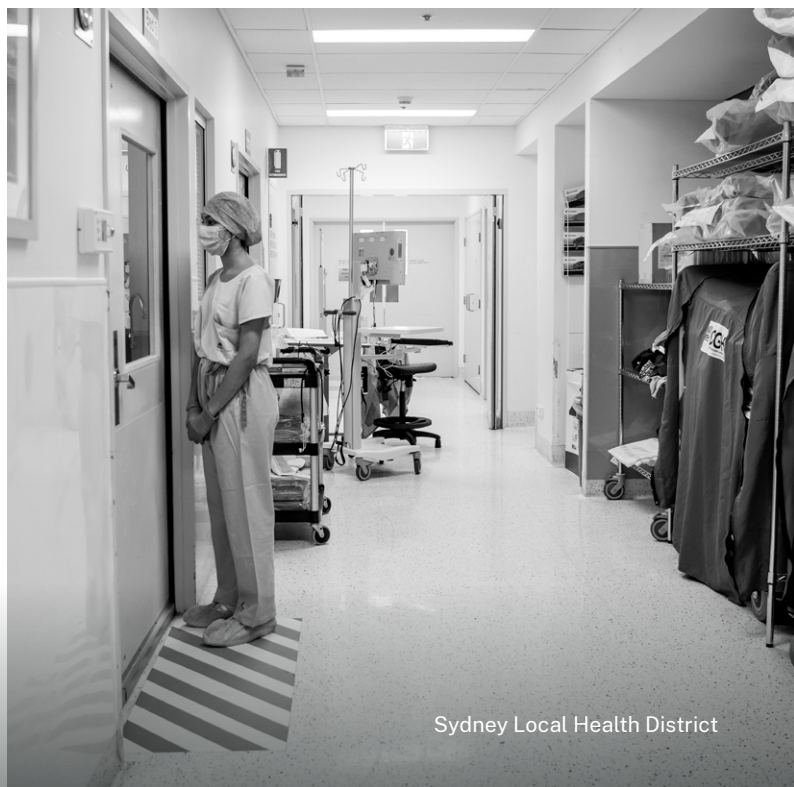
Figures: January 2020–July 2022.



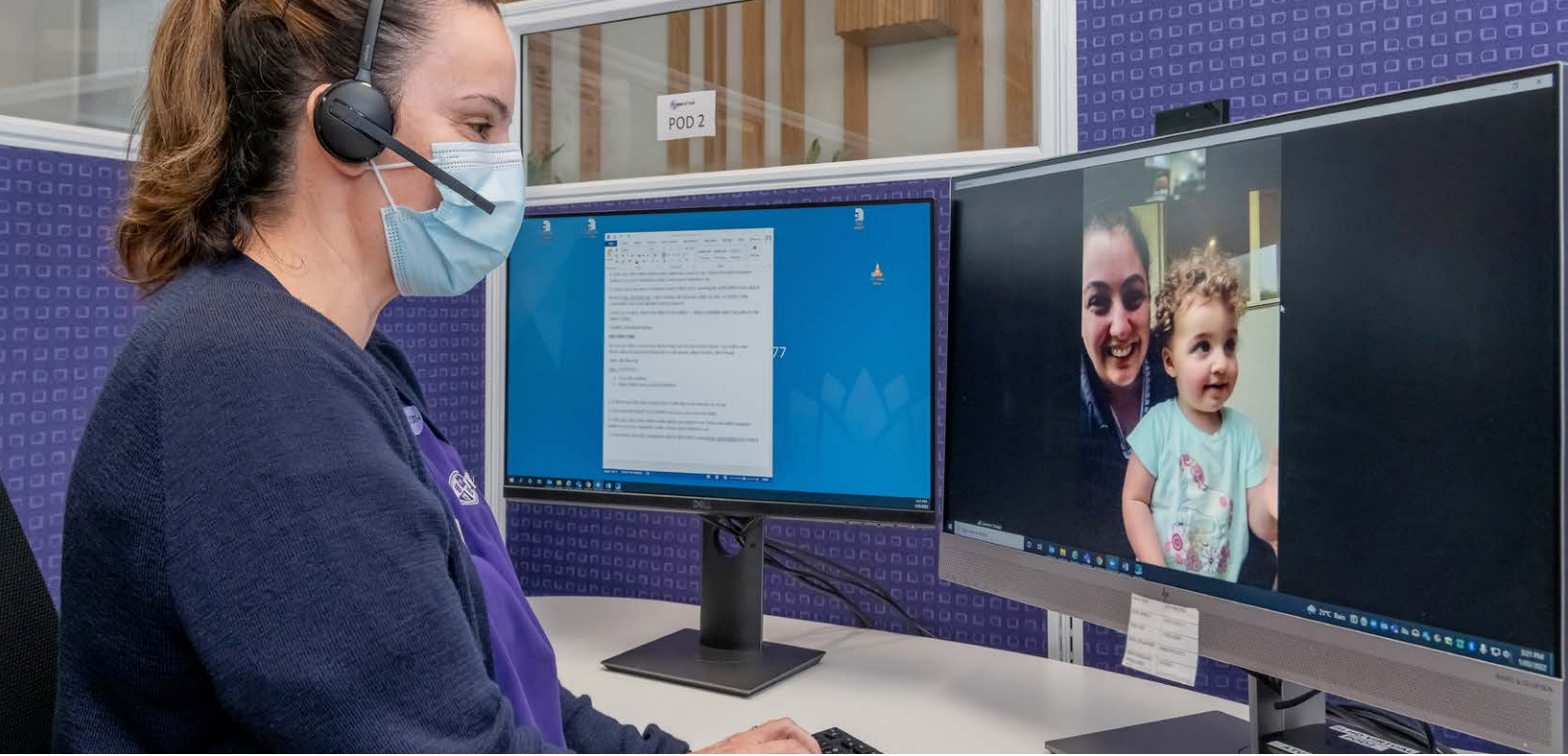
Did you know?

Almost 4390 patients with COVID-19 have been cared for in our hospitals between January 2020 and July 2022. In September 2021, to support the Delta response, we fast-tracked the opening of the \$342 million redevelopment at Concord Hospital to provide dedicated care for patients with COVID-19.

In January 2022, during the Omicron wave, more than 1000 COVID-19 positive patients were treated in RPA, Concord and Canterbury hospitals with an average of 263 beds utilised for patients who were COVID positive. The length of stay was more than triple the average length of stay for other patients cared for in hospital at that time – 10.73 days compared to three.







Did you know?

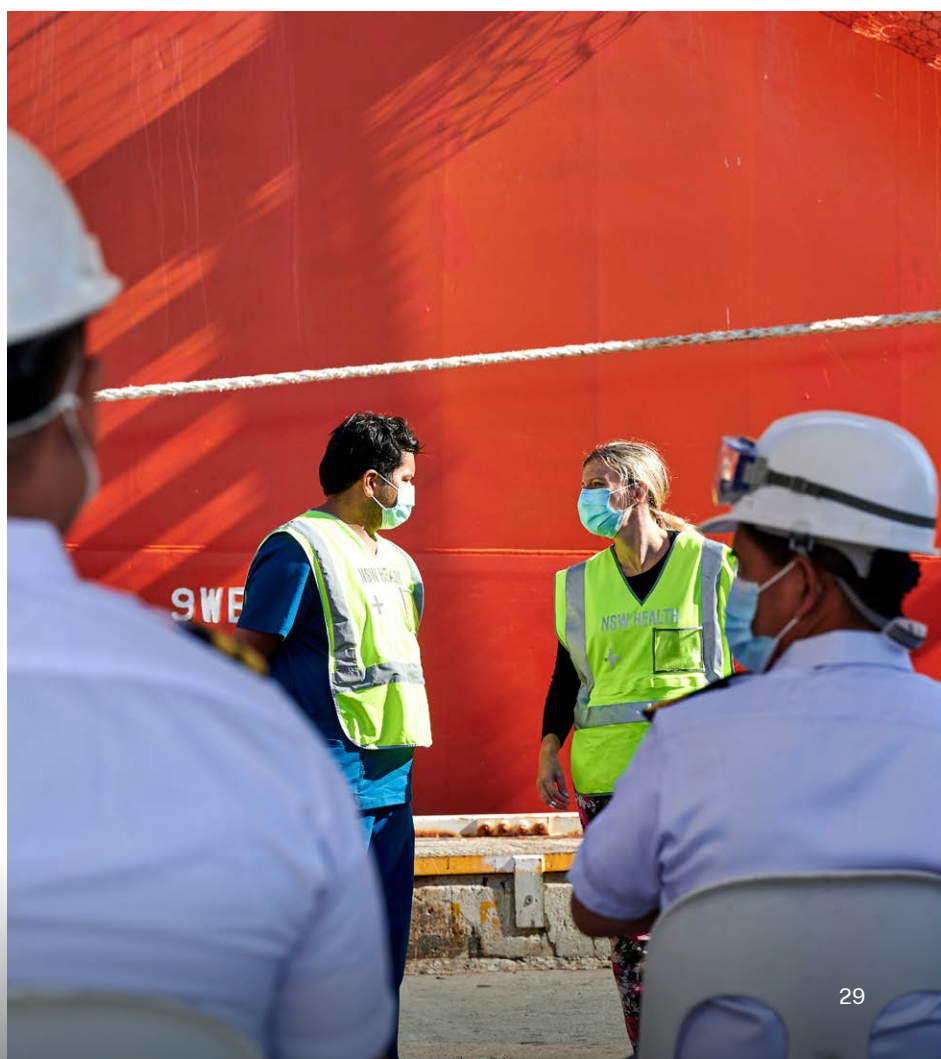
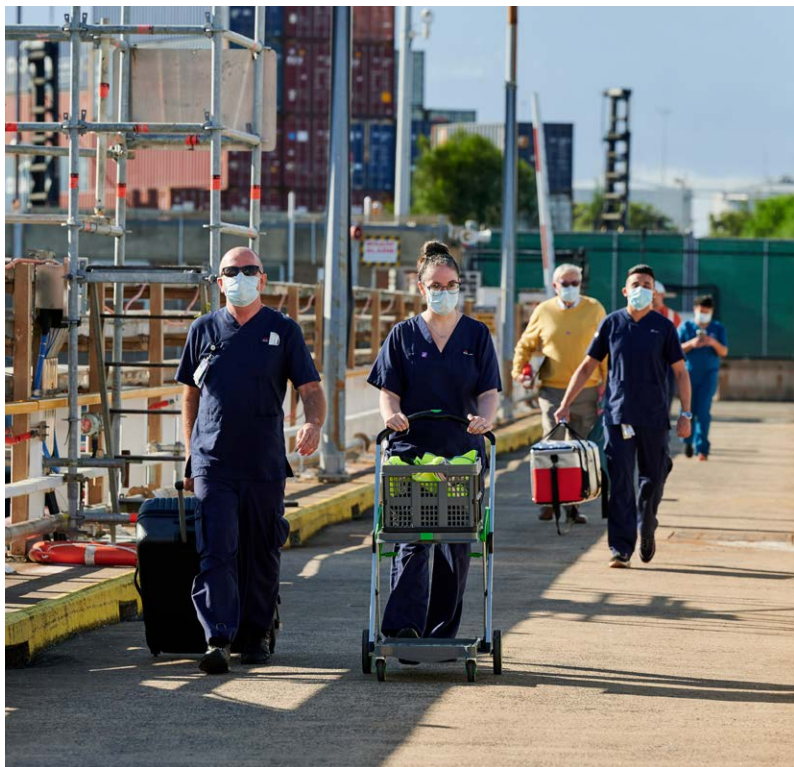
Over 29,000 COVID-19 positive patients have now received remote monitoring and clinical care through RPA Virtual Hospital. At the peak of the Delta wave in mid-September, rpavirtual delivered care to 2794 patients in a single day.





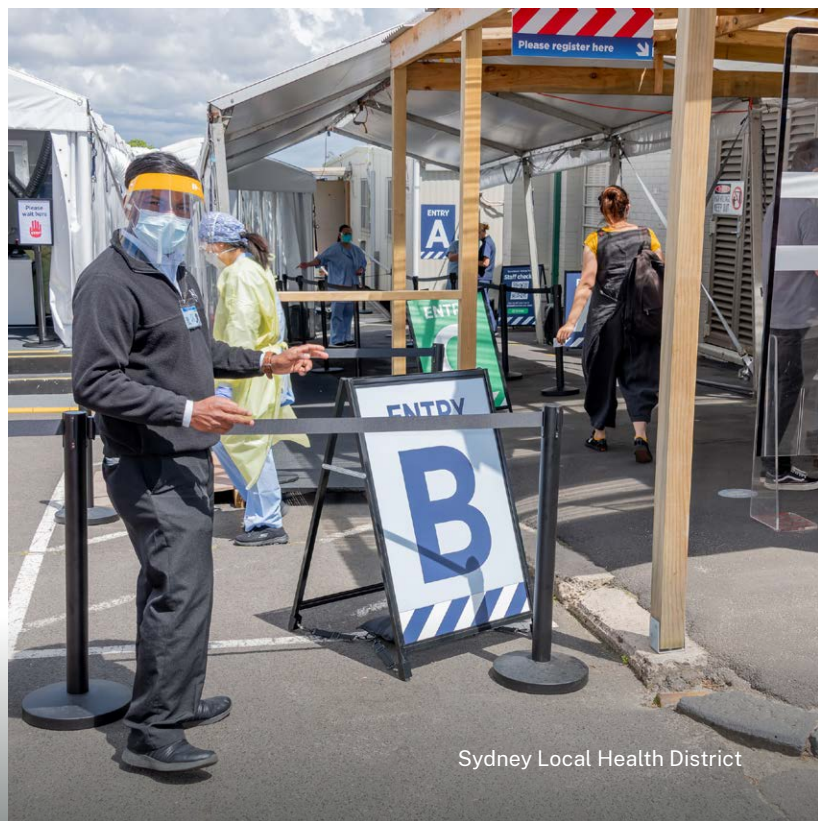
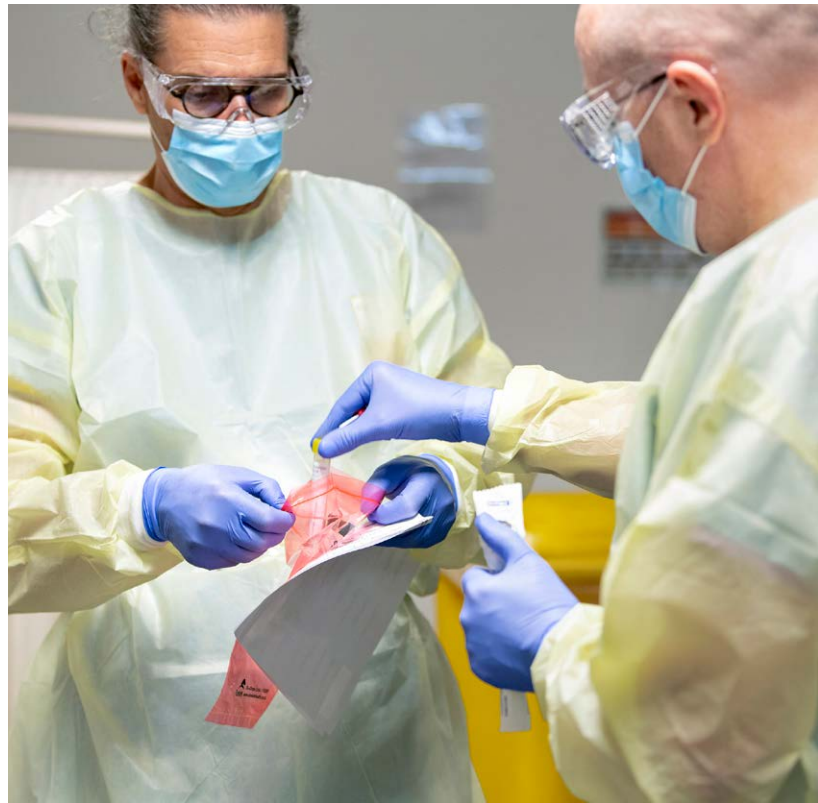
Did you know?

Sydney Local Health District staff set up Special Health Accommodation to care for people in NSW who could not safely isolate at home. 23,000 people were cared for between January 2020 and July 2022 at eight hotels from Mascot to North Ryde.



Did you know?

By July 2022 the NSW Health Pathology RPA Microbiology laboratory had tested more than 1 million samples for SARS-CoV-2.



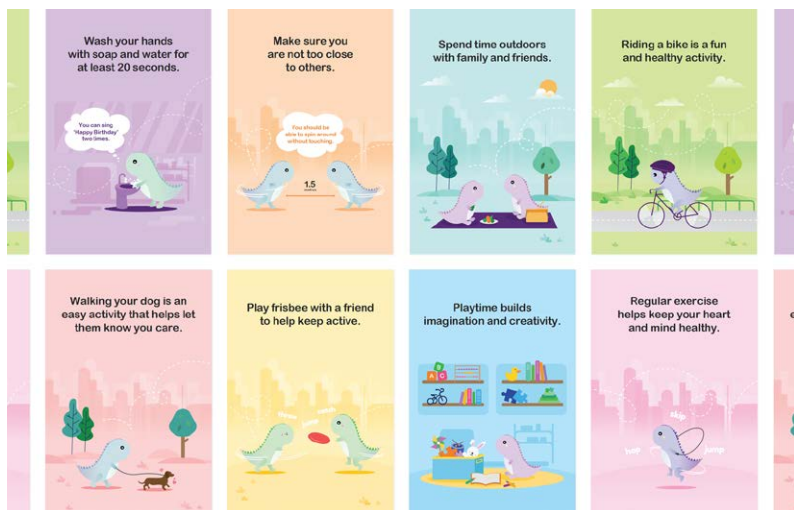




Did you know?

In February 2021, our staff joined the biggest vaccination campaign in history, giving more than 1.6 million COVID-19 vaccinations at our vaccination centres, hospitals, Residential Aged Care Facilities, Mobile Vaccination Program and Pop-ups to 30 June 2022.

On 27 August 2021, our staff vaccinated 17,439 people in a single day and 77,845 people booked an appointment to be vaccinated.





Did you know?

Cultural Support Workers and Healthcare Interpreters provided 20,000 hours of in-language concierge, cultural liaison, and health care interpreting to assist CALD patients navigating COVID-19 Clinics.





Our Facilities

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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:

- Continued to support the COVID-19 pandemic response including COVID-19 testing at Balmain General Practice Casualty, an inpatient vaccination program and the provision of nearly 30,000 occasions of service delivered by telehealth to ensure continued care for patients.
- Achieved accreditation by the Australian Council on Healthcare Standards in November 2021.
- Launched the Virtual Rehabilitation model of care in collaboration with **rpavirtual**.
- Implemented trial of an NDIS Support Coordinator to streamline applications and support early interventions for patients living with disability.
- Delivered pharmacy education to outpatients enrolled in the Cardiac Rehabilitation Program.
- Achieved more than 90 per cent of all inpatients having a Best Possible Medication History (BPMH) recorded in eMeds.
- Implemented Microsoft Teams for improved communication and business tools.
- Completed painting and building works in the General Practice Casualty to improve the facilities and make them more inviting for our community.
- Commenced implementation of a mobile duress system at Balmain Hospital for General Practice Casualty staff.



Achieved accreditation by the Australian Council on Healthcare Standards in November 2021.



Provided care to 1210 inpatients and delivered 36,083 outpatient occasions of service.



Nearly 30,000 occasions of service delivered by telehealth to ensure continued care during the COVID-19 response.





Almost 45,000 presentations to Canterbury Hospital Emergency Department.



There were 1287 babies born at Canterbury Hospital.



Canterbury Hospital is a special part of the community, 87% of inpatients and 95% of outpatients surveyed say they'd recommend Canterbury Hospital to their friends and family.

Canterbury Hospital

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

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

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

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

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

Highlights:

- Continued to support the COVID-19 pandemic response including caring for patients in a dedicated COVID-19 ward; enhanced triage and point of care testing for the Emergency Department during the Delta and Omicron waves; increased COVID testing for the community with drive through and a temporary walk-in service open 24 hours a day in peak times; 28,000 vaccinations given at the Canterbury Hospital Vaccination Centre; the deployment of staff to support the response wherever required including; Special Health Accommodation, rpvirtual, COVID screening clinics, Flying Squads, NSW Health Vaccination Centre, Olympic Park, mobile vaccination clinics, and inpatient ward support teams.
- Achieved accreditation by the Australian Council for Healthcare Standards in June 2022.
- More than 45,000 presentations to the Emergency Department, cared for 2993 elective surgery and 1938 emergency surgery patients, delivered 1287 babies and Allied Health staff provided 34,996 occasions of service.
- Continued planning for the redevelopment of Canterbury Hospital.
- Launched Canterbury Hospital's Aboriginal Cultural Lounge and Aboriginal Cultural Garden for patients and their families.
- Hosted community and staff events for International Nurses and Midwives Day, World No Tobacco Day, Crazy Socks 4 Docs Day and March Arts with eight local artists creating new works about healthcare for display at the Hospital for patients, visitors and staff.
- Continued to implement the District's Leading Better Value Care initiatives including the Osteoporosis Refracture Prevention Service and Osteoarthritis Chronic Care Program, collaborating with orthopaedics to enhance fracture and osteoarthritis care for people with hip and knee problems.
- Achieved four years of HETI Accreditation for Prevocational Training with a number of commendations, including, excellent training and support for junior doctors.
- Implemented the 'Safer KIDS Project' (SKIP) utilising FirstNet eMR to support early identification of child protection concerns.
- Expanded Canterbury Antenatal Postnatal Services (CAPs) to a fourth clinic at Campsie Child and Family Health Service.

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 specialty and sub-specialty services — many are recognised nationally and internationally as centres of excellence. These include the state-wide burns service, colorectal surgery, laparoscopic surgery, molecular biology and genetic laboratory, aged and extended care, gastroenterology and palliative care.

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

Highlights:

- Continued to support the COVID-19 pandemic response, including fast tracking the opening of the new Clinical Services Building to care for COVID-19 patients; COVID-19 testing; an inpatient vaccination program; deployment of staff to the NSW Health Vaccination Centre at Sydney Olympic Park; establishment of an enhanced model of care for the Emergency Department; outpatient clinic services via telehealth.
 - Officially opened the Concord Hospital \$341.2 million Rusty Priest Building Redevelopment in partnership with Health Infrastructure, providing inpatient Aged Care, Psychogeriatric, Rehabilitation and Oncology services. We launched the Advanced Radiation Oncology Service in the Rusty Priest Building, in partnership with the ICON Cancer Centre.
 - Supported the health and wellbeing of more than 193 Veterans and their families through Concord Hospital's National Centre for Veterans' Healthcare.
 - Officially opened Fussell House, a 19 room residential accommodation facility for Veterans and their families while being cared for at the National Centre for Veterans' Healthcare.
- Responded to more than 40,628 Emergency Department (ED) presentations, with 16,421 ED admissions.
 - Facilitated 560,745 outpatient appointments, in addition to 3656 occasions of service in the Bulbuwal Mudjin Midwifery Clinic.
 - Completed 9627 surgeries, including collaborative care and 3366 emergency procedures.
 - Commenced capital works for the Positron Emission Tomography (PET) Computed Tomography (CT) service at Concord Hospital.
 - Progressed planning for Stage Two of the Concord Hospital Redevelopment.
 - Implemented electronic medical record (eMR) documentation in the Intensive Care Unit.



40,628 presentations to the
Emergency Department.



560,745 outpatient appointments,
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Midwifery Clinic.





Cared for patients arriving at Emergency with 79,155 presentations, including 21,730 ambulance arrivals.

RPA Hospital

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

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

This year RPA celebrates 140 years.

Since its foundation, 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:

- Continued to support the COVID-19 pandemic response providing respiratory ECMO for critically ill COVID-19 patients throughout NSW; caring for more than 1500 COVID-19 positive patients in hospital; the establishment of dedicated COVID-19 ICU and inpatient wards; COVID-19 testing and pathology, genomic surveillance of SARS-CoV-2 variants an inpatient testing and vaccination program; contact tracing; collaborative care agreements for surgery; telehealth clinics to provide outpatient clinic services; COVID vaccination allergy assessment and high risk vaccination service; establishment of a Long COVID Clinic; deployment of staff to the NSW Health Vaccination Centre, Special Accommodation and other emergency management roles.
- Progressed the \$750 million redevelopment of RPA, in partnership with Health Infrastructure. This included completing the refurbishment of the paediatric ward and RPA Kidney Centre Dialysis works.
- Cared for patients arriving at Emergency with 79,155 presentations, including 21,730 ambulance arrivals.
- Celebrated the launch of a Virtual ICU (vICU) in partnership with Broken Hill Hospital.
- Successful initiation of axi-cel CAR-T therapy, the first CAR-T therapy performed with fresh apheresis collections, in diffuse large B Cell Lymphoma and successful completion of enrolment of the first CAR-T clinical trial in Myeloma in Australia.
- RPA Neurology awarded Australian first World Stroke Organization Angels Platinum Award.
- Implemented world-first model of care of patients following clot retrieval in the acute stroke unit instead of ICU.
- Expanded outreach services for RPA's Adult Congenital Heart Disease Service providing services to Port Macquarie, Dubbo and Canberra.
- Established Rapid Access Obstetric Clinic, Midwifery Antenatal Postnatal Service, Midwifery Group Practice and Aboriginal Midwifery Group Practice models of care to support women and their families during their pregnancy and enable them to make informed decisions about their pregnancy care.
- Received Inspiration Award for the Leading Better Value Care (LBVC) Bronchiolitis project at the Value-Based Healthcare Conference.
- The Institute of Academic Surgery hosted 550 delegates at the Surgical Robotics and Innovation Summit and a Research Collaboration Think Tank.
- RPA Basic Physician Training (BPT) Adult Internal Medicine Program achieved accreditation from the Royal Australasian College of Physicians, with commendations for excellent hospital culture of training, excellent engagement of consultants in BPT training and focus on doctor wellbeing.

RPA Virtual Hospital

RPA Virtual Hospital is the first virtual hospital in Australia operating 24 hours a day, 7 days a week.

RPA Virtual Hospital (**rpavirtual**) utilises digital technology to provide a personalised service, so patients can access expert clinical care from the comfort of home, while being monitored by a team of healthcare professionals from the hospital's Virtual Care Centre.

rpavirtual celebrated its second year of operation in February 2022.

Sydney District Nursing supports **rpavirtual**, building on a 121-year strong legacy of providing nursing care in the community since 1900.

This year **rpavirtual** continued to be at the forefront of the NSW pandemic response and has widely shared learnings regarding the implementation of a virtual hospital model – presenting to over 30 external agencies and conferences.

Highlights:

- Continued to support the COVID-19 pandemic response providing remote monitoring and clinical assessment for 24,284 COVID-19 positive patients, 73 per cent were isolating at home and the remainder in the Special Health Accommodation; 1384 COVID-19 negative patients in Special Health Accommodation received clinical care from **rpavirtual**; virtual antenatal care was delivered to 1160 pregnant women in isolation; cultural support was provided to over 2500 **rpavirtual** Aboriginal patients by the Aboriginal Cultural Support Team; RPA Virtual Hospital also received a letter of acknowledgement from the Governor of NSW for the COVID-19 response.
- Since launching in February 2020, RPA Virtual Hospital has delivered a wide range of virtual care to 59,096 patients including COVID care, antenatal and paediatric care, a fracture clinic, virtual rehabilitation, medication and symptom monitoring.

- Completed the *RPA Virtual Hospital Proof of concept trial Evaluation Report February 2020 to January 2021* in collaboration with the University of Sydney.
- Finalised the *RPA Virtual Hospital Overview and Strategic Priorities 2022 and 2023* setting the strategic direction for **rpavirtual** in the next two years.
- Delivered COVID-19 community care to 2951 Aboriginal patients, with cultural support provided by a dedicated Aboriginal Health team.
- Launched a new and innovative Virtual Rehabilitation Service “vRehab”.
- Achieved Highly Commended in the category of Clinical Excellence and Patient Safety at the 2021 Australian Council on Healthcare Standards Quality Improvement Awards.
- In 2021-22, Sydney District Nursing registered 3914 patients for care, 27 per cent of patients were receiving palliative care in the community, 18 per cent of patients were receiving Hospital in The Home.

“The nurses are always willing to listen. They are kind and help me with any concerns. The best part of my care was the wonderful nurses. Couldn't be more wonderful.” Patient



The rpvirtual patient experience

Almost 2000 patients have completed patient experience surveys about their care, 89 per cent felt confident at home knowing their symptoms were monitored virtually.

84%

said the technologies used by rpvirtual improved their access to care and treatment.

97%

said the wearable devices were easy to use.

91%

of our patients found videoconferencing easy to use all the time.

97%

said they would use virtual care again.

“The fact that the nurses and doctors were so lovely, caring and empathetic made my family and I feel more comfortable and confident. We knew we were in the best hands and that we would be ok. Just having a health professional call everyday was really reassuring and helped us get over any worries or concerns which is critical with such a new virus like COVID.” Patient

RPA Virtual Hospital - Sydney District Nursing

Of the 594 Sydney District Nursing patients who completed patient experience surveys;

94%

felt involved as much as they wanted in making decisions about their care.

96%

felt Sydney District Nursing helped maintain their independence.

95%

felt the service helped them stay in their own home.

96%

would recommend the service to others.



Oral Health Services completed over 45,000 appointments, providing care to 12,275 children and 2571 Aboriginal and Torres Strait Islander people.

Sydney Dental Hospital

Sydney Dental Hospital has been serving the community since 1904.

It is a tertiary training facility for the University of Sydney, Newcastle University and TAFE whilst providing tertiary and quaternary oral health care for people eligible for public oral health services in NSW.

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

The famous flatiron shaped building in Chalmers Street stands proudly 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 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:

- Continued to support the COVID-19 pandemic response, including the provision of urgent and emergency oral health care, the redeployment of more than 75 per cent of staff to various response roles including contract tracing, Flying Squads, testing clinics, vaccination centres, Special Health Accommodation and RPA Virtual Hospital.
- Re-established all services across Sydney Dental Hospital and Oral Health Services after a reduced service period during the COVID-19 response.

- Implemented a collaborative integrated care pathway with Drug Health Services to facilitate easier access to Sydney Dental Hospital and Oral Health Services for patients.
- Enhanced provision of virtual care to patients for consults, interventions, advice and triaging services - tele-dentistry was utilised across several different departments, including Community Oral Health Clinics, Special Care Dentistry, Paediatric Dentistry and Orthodontics.
- Commenced research to enable the use of artificial intelligence technology to remotely examine and monitor orthodontic patients.
- Continued preparations for the implementation of the Oral Health Digital Solution Titanium Unity to improve digital integration with care pathways and links to inpatient facilities.
- Began the refurbishment of the ground floor foyer to provide a more open and accessible customer service approach for patients.
- Commenced planning for a Critical Integrated Care Department at Sydney Dental Hospital.
- Continued developing an integrated service model of care to provide holistic care to patients via social work services and the Health Justice Partnership.
- Upgraded equipment across Sydney Dental Hospital and Oral Health Services, including dental chairs, Dental Cone Beam CT scanners and digital systems.
- Prepared dedicated space for a digital dental laboratory in collaboration with the University of Sydney, School of Dentistry.
- Expanded partnerships in integrated care research in collaboration with the Australian Centre for Integration of Oral Health.
- Commenced Domestic Violence Routine Screening in Oral Health Services.

The Walker Estates

Yaralla Estate

The Estate is of outstanding significance to NSW, as it remains an exceptionally rare complete example of a large Edwardian private residential estate 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.

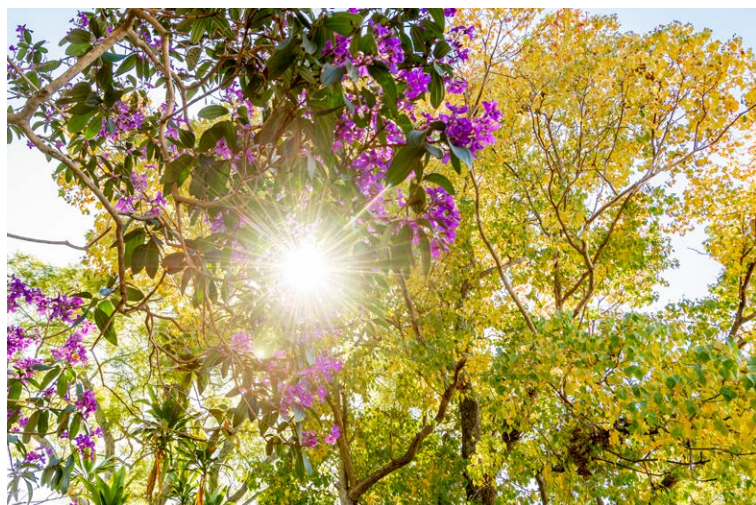
The Dame Eadith Walker Estate is listed on the Register of The National Estates and is classified by The National Trust of Australia (NSW).

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.



Did you know?

Sydney Local Health District upgraded the pathways and the foreshore trail on the eastern side of the Yaralla Estate for the community to enjoy.



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.



Our Services

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Launched the *Jarjums* Connections Pilot Program to assist pre-school children to learn about Aboriginal culture through movement and storytelling.

The *Jarjums* Connections Program links children to three significant animals in Aboriginal culture – the *burra* (eel), *wirrigo* (goanna) and *gawura* (whale) – through a storybook, culturally adapted yoga poses, music, art and resources.

Officially launched the Canterbury Hospital Aboriginal Cultural Garden, celebrating the *Bediagal* people of the *EORA* Nation.

The *Bediagal* Clan have lived along the banks and surrounds of the Cooks River since time immemorial and there is still a strong Aboriginal community in the area.



The ochre and blue designs on the floor of the garden represent the Cooks River and land upon which the *Bediagal* people lived. The garden will consist of native plants and a plaque with a brief history of land of the *Bediagal* people.

Aboriginal Health

Ngurang Dali Mana Burudi – A place to get better.

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

In Sydney Local Health District, we are working with our community and our partners, particularly the Aboriginal Medical Service Redfern and the Metropolitan Local Aboriginal Land Council, to realise our vision of having the healthiest Aboriginal community in Australia.

Highlights:

- Continued to support the COVID-19 pandemic response including the development of the Aboriginal Cultural Response Team to support COVID-19 Aboriginal Outbreak Management in partnership with the Aboriginal Medical Service Redfern and the Metropolitan Local Aboriginal Land Council. The Aboriginal Cultural Response Team and the Aboriginal Health Unit worked in partnership with Local Aboriginal community groups and organisations developing culturally appropriate communication strategies for COVID-19 safety and hygiene; community engagement; positive case and contact management; Special Health Accommodation transfers; supply of PPE, Rapid Antigen Tests and other services to local Aboriginal community groups; as well as established screening, testing and vaccination clinics in the community. Locations included Redfern Community Health Centre, National Centre of Indigenous Excellence, Marrickville PCYC, Herb Greedy Memorial Hall and Redfern Park.
- Participated in YABUN 2022 and hosted Sorry Day and Close the Gap Day events at Royal Prince Alfred Hospital including the launch of the Rosemarie Slater Artwork – a gift from a former patient of the hospital and her family to help raise awareness about Lung Cancer rates Aboriginal people and to show that RPA is a welcoming place for Aboriginal people to be treated.
- Established an Aboriginal Midwifery Group Practice at RPA to provide pregnancy care for Aboriginal women and their families in collaboration with the Women’s Health, Neonatology and Paediatrics Clinical Stream.
- Commenced works on an Aboriginal Cultural Lounge at Concord Hospital. This will be used as a culturally safe space for Aboriginal families to gather when they have family in Concord Hospital.
- Hosted a series of Aboriginal Youth Mental Health Consultations – to explore ways to improve mental health for Aboriginal young people.



Allied Health

Allied Health is a dynamic, enthusiastic and diverse group of health professionals working in acute, sub-acute and community services in Sydney Local Health District. Allied health includes allied health assistants, art therapists, audiologists, counsellors, diversional therapists, diagnostic imaging medical physicists, exercise physiologists, genetic counsellors, music therapists, nutrition and dietetics, occupational therapists, orthoptics, orthotics and prosthetics, pharmacists, physiotherapists, podiatrists, psychologists, radiographers and sonographers, sexual assault counsellors, social workers, speech pathologists and welfare officers.

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.

Occasions of Service (2021–22):

<p>48,000</p> <p>Nutrition and Dietetics</p>	<p>61,500</p> <p>Occupational Therapy</p>
<p>24,367</p> <p>Speech Pathology</p>	<p>175,000</p> <p>Physiotherapy</p>

Highlights:

- Continued to support the COVID-19 pandemic response with Allied Health clinicians from all services deployed into all areas of COVID-19 operations, showing their resilience, flexibility and multidisciplinary approach to caring for patients, particularly to the Special Health Accommodation (SHA) by providing patients with psychosocial support, case management and clinical assessment and intervention; staff also worked in COVID-19 swabbing and screening clinics, airport flying squad, Tiger Teams and the COVID-19 Support Centre.
- New virtual models of care developed in conjunction with key clinical services for example RPA Virtual hospital; Physiotherapy and Exercise Physiology services with the trial of Physitrack (exercise prescription app).
- Developed new services, including the Long COVID clinic – Physiotherapy, Exercise Physiology, Occupational Therapy, Speech Pathology, Nutrition and Dietetics (Social Work and Psychology provided by RPA Virtual hospital).



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.

Highlights:

- Continued to support COVID-19 pandemic response with staff redeployed to the NSW Health Vaccination Centre at Sydney Olympic Park, contract tracing and assisting COVID-19 positive RPA Virtual Hospital patients.
- Enhanced services at Campsie, Flemington and Strathfield with Interpreters to support women from Culturally and Linguistically Diverse backgrounds.
- Developed campaigns to encourage women to be screened with services paused for three months due to COVID-19.



In 2021-22, 14,847 women were screened at BreastScreen Sydney Local Health District. Screening services paused for three months because of COVID-19. Despite this, the booking rate for the financial year was at 87%.



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 include, 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, HIV, 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 Youth Health.

Highlights:

- Continued to support the COVID-19 pandemic response including providing specialist support to people living with disability in the community through the Specialist Team for Intellectual Disability Sydney (STrIDeS) and the deployment of staff to COVID testing clinics, vaccination clinics, screening, RPA Virtual Hospital, Special Health Accommodation, the COVID-19 Support Line, contact tracing and the Aboriginal Cultural Support Team.
- Delivered the District's First 2000 Days Implementation Plan – Healthy Families Healthy Children (HFHC) – a program of services and resources to support the best development of children antenatally to five years.
- Launched the Well-being Health in-reach Nurse program providing specialised nursing support in schools across the District.
- Nominated for a NSW Premier's Award for the Pregnancy Family Conferencing Program.
- Hosted virtual events including the Youth Health Eating Disorders Forum and Child Protection Awards.



Our Community Health Services delivered care to 40,549 clients in service locations across the District with care delivered in 2846 homes.



Children received care on almost 31,500 occasions from our community health staff.



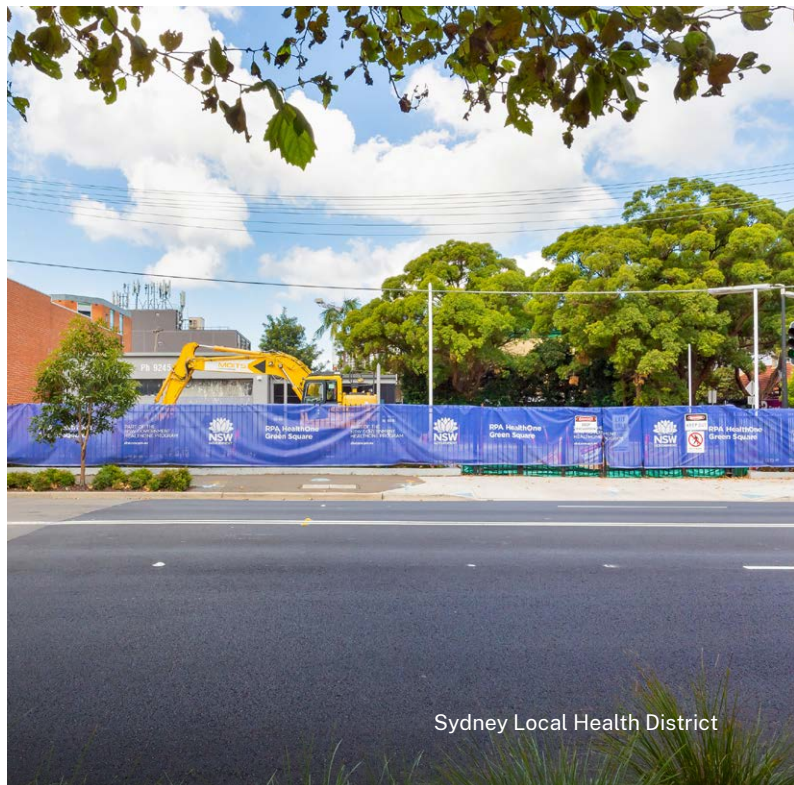
The Sexual Assault Service provided Crisis Response to 257 clients.





Coming Soon... RPA HealthOne

In 2021-22 construction commenced on a brand new Health Centre at Green Square. RPA HealthOne is set to open in 2023.



Croydon, Marrickville and Redfern Health Centres & RPA HealthOne

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

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

Highlights:

- Continued to support the COVID-19 pandemic response with 55,000 people tested for COVID at Redfern COVID-19 clinic since April 2020, vaccination clinics at Croydon and Marrickville for children 5-11 years and deployment of staff to other sites across the District.
- Launched the District's Mobile Health Clinic.
- Upgraded all centres, including a new under water theme mural in the Child and Family area at Marrickville.



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 services.

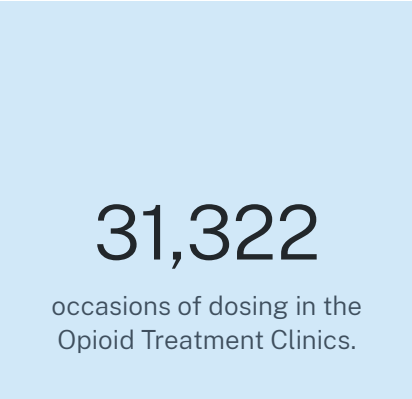
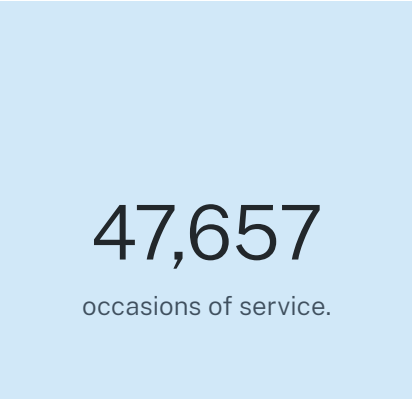
All services are free and people can self-refer or be referred by a GP or other healthcare worker.

In 2021-2022 Drug Health Services offered 29 unique clinical services. Clinicians saw 2882 patients and provided 47,657 occasions of service. In addition, there were 31,322 occasions of dosing in the Opioid Treatment Clinics.

The Harm Reduction Program distributed almost 1.5 million units of sterile injecting equipment and provided 16,590 occasions of service in the Needle Syringe Program. All automatic needle and syringe dispensing machines are currently operational 24 hours a day as part of the COVID-19 response.

Highlights:

- Continued to support the COVID-19 pandemic response screening patients; offering services face to face and via telehealth; COVID testing for clients; community outreach interventions for vulnerable clients; partnered with the Flying Squad to offer home vaccination services for clients; redeployed staff to the Special Health Accommodation, RPA Virtual Hospital, COVID-19 Support Centre, and vaccination program.
- Delivered services with increased demand including RPA Counselling service increased by 24 per cent, GLAD services up 19 per cent, RPA OTP non dosing clinic activity increased 20 per cent, Concord Medical Outpatient Service more than doubled the activity from the previous financial year.
- Continued the work of the Edith Collins Centre for Translational Research in Alcohol Drugs and Toxicology. The centre published 121 journal papers, 16 book chapters, 1 book and 53 national and international conference presentations.





Health Equity Research Development Unit (HERDU)

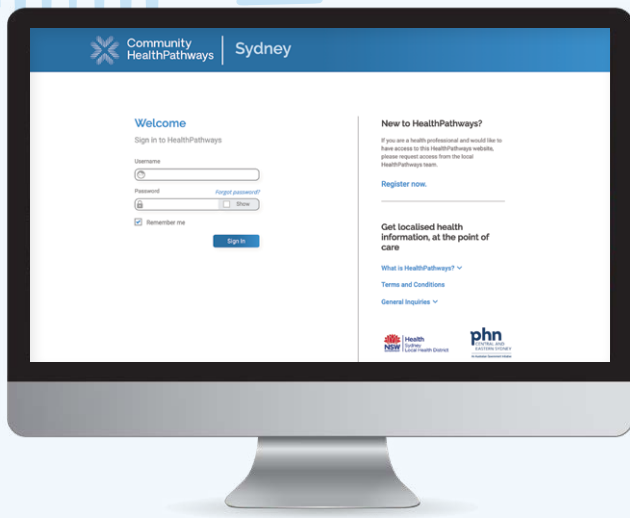
The Health Equity Research Development Unit is a partnership between Sydney Local Health District and the University of NSW.

HERDU works in partnership with health services, organisations and communities to identify and reduce existing inequities in health and to prevent inequities in health from arising in the future.

In support of the strong partnership between Sydney Local Health District and the Centre for Primary Health Care and Equity, UNSW the District committed to a further five years of funding (2022 – 2027) for the partnership research hub.

Highlights:

- Continued to support the COVID-19 pandemic response producing plans, rapid reviews, activities, equity-checks, spatial analysis and mapping, and guidance on equity-related impacts in relation to current and emerging vulnerable population groups, including the implementation and facilitation of the COVID-19 Vaccine roll out; developed a system to match positive COVID case notifications to social housing and boarding house properties within the District, to enable early intervention and response; conducted a District-wide Equity Focussed Health Impact Assessment (EFHIA) to inform COVID-19 recovery plans and future epidemic or pandemic responses.
- Hosted EquityFest 2021 with almost 400 participants – held over four weeks the virtual conference focussed on the theme “The future of health equity – Learning from a pandemic”, where together in partnership with communities, consumers, government and non-government organisations; participants collectively and aspirationally envisioned a more equitable future.



HealthPathways

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 supports 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.

In 2021-22 HealthPathways Sydney published a further 31 new clinical, resource and referral pathways and completed 275 content updates and 47 reviews of existing content, including specific pathways and updates for COVID-19. User engagement increased by 37 per cent and there was a 45 per cent increase in users accessing the Sydney Platform.

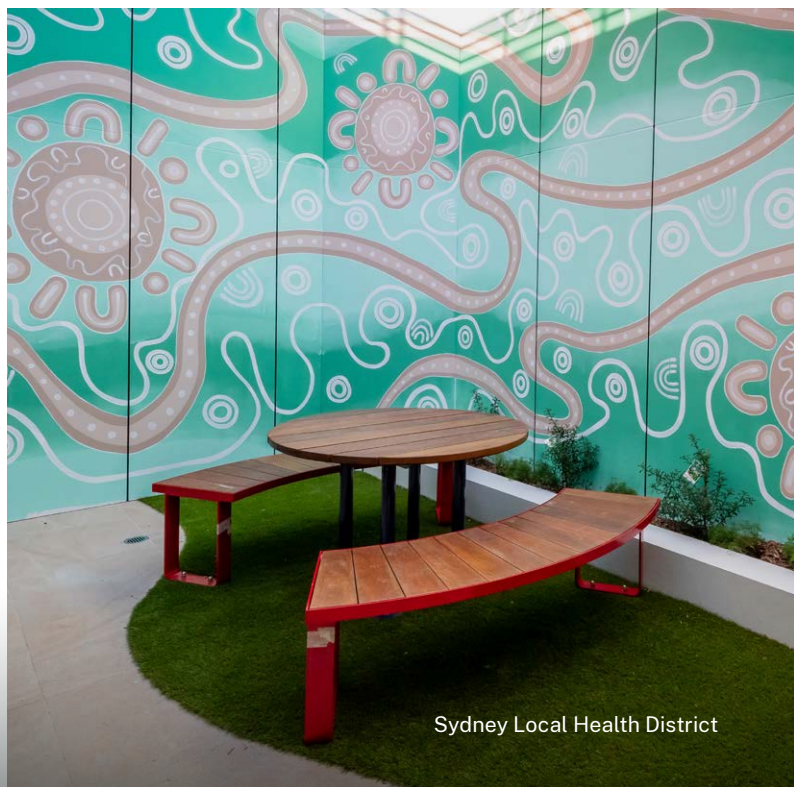
The roll out of eReferral continues with 480 practitioners across 178 practices now utilising digital referrals.





**Officially opened 'Naamuru'
Parent and Baby Unit**

Providing holistic, multidisciplinary
inpatient specialist care.



Mental Health

The Mental Health Service provides acute and extended care across the age range through its clinical streams of Child and Adolescent, Youth, Adult, and Older Persons specialist services.

Inpatient services are located at the Missenden Unit at Royal Prince Alfred Hospital, at Concord Centre for Mental Health co-located with Concord Repatriation General Hospital and at Thomas Walker Hospital (Rivendell).

Inpatient Mental Health Services are provided at The Professor Marie Bashir Centre (PMBC) at Royal Prince Alfred Hospital, and Concord Centre for Mental Health on the Concord General Repatriation Hospital campus. Services are provided across the lifespan, including Perinatal, Child and adolescent, adults and older people and specialist tertiary and quaternary referral services.

Specialist community mental health services are co-located with other health services at Redfern, Camperdown, Marrickville, Croydon, and Canterbury.

The Mental Health Service works closely in partnerships with other clinical streams and facilities and government and non-government agencies such as Emergency Departments, general hospital inpatient wards, community and hospital-based paediatrics, Drug Health Services, Community Health Centres, Non-Government Organisations, PHNs, and private healthcare providers, Department of Education, Housing providers, NDIS providers, Department of Justice and Communities.

Highlights:

- Continued to support the COVID-19 pandemic response.
- Commenced the Safe Haven Program, Towards Zero Suicides. Safe Haven is a non-clinical drop-in program for people experiencing suicidal thoughts, emotional distress or social isolation.
- Updated the WorkSafe Guardian Community Safety Tool, allowing staff to activate a duress alarm through their work phone or enabled wearable device. WorkSafe Guardian provides staff with on demand 24/7 safety monitoring with welfare check-ins, safety and medical alerts and location tracking when help is needed.
- Launched the first public outpatient Ketamine Clinic at Professor Marie Bashir Centre for treatment resistant depression following a multi-centre NHMRC funded clinical trial.
- Awarded the inaugural Steve Douglas Education Scholarships.
- Published the textbook “Longer-Term Psychiatric Inpatient Care for Adolescents, A Multidisciplinary Treatment Approach” describing the model of care of the Walker Unit.

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.

In 2021-22 Population Health paused many programs or pivoted to virtual during the COVID-19 pandemic response. Community face-to-face programs resumed in Term 2, 2022.

Highlights:

- Continued to support the COVID-19 pandemic response, establishing the Canterbury Community Leaders Forum for ongoing consultation between the Chief Executive, staff and community leaders to gather essential insights and establish accessible, community-trusted settings for COVID-19 testing and vaccination clinics; interpreters and Cultural Support Workers provided in-language concierge, cultural liaison, and health care interpreting to assist Culturally and Linguistically Diverse (CALD) patients navigating COVID-19 clinics and vaccination centres; developed tailored Communications Plan for CALD communities; outreach to local retail strips; supported Outbreak Management Teams and vulnerable population strategies in social housing settings and contact tracing surge support.
- Established Priority Populations Programs to build on the expertise of the HIV and Related Programs (HARP) Unit with an expanded scope to include Women's, Men's and LGBTIQ+ programs of work for the District.
- Print, radio and digital multilingual media campaigns:
 - Developed 450+ multilingual resources and information packages across 20 languages.
 - Published 6185 media stories, advertisements, and interviews across 70 ethnic media outlets.
 - Delivered 486 social media posts and targeted ads, reaching 305,486+ people and 55,706+ community members engaging with our health messages.
- Piloted a breast cancer concierge program providing one-to-one, in-language telephone support to Arabic, Cantonese, Italian, Korean, Mandarin and Vietnamese speaking women diagnosed with breast cancer.
- Completed more than 65,000 interpreting appointments through the Sydney Health Care Interpreter Service including telephone, video conferencing, face to face and home visits.
- Established Healthy Ageing Network through the Health Promotion Unit with representatives from local councils, NGOs, local health district and community services for older people.
- Developed animated videos supporting bowel screening in the Aboriginal community with supporting media campaigns.
- Launched *Jarjums* Connections Program in collaboration with the Aboriginal Health Unit, Aboriginal community and early childhood educators promoting movement, mindfulness and Aboriginal culture to children in Early Childhood Education and Care Services.
- The Population Health Research and Evaluation Hub was involved in 16 research projects, 7 students supervised, 19 manuscripts published in national and international journals and 5 successful national research grants applications.
- Won the Multicultural Health Communication Service Award 2021 in the Category: Keeping People Healthy category for "HIV: What you need to know", multilingual booklet and was a finalist in the Category: COVID-19 Pandemic Response for "COVID-19 Communications Campaign for CALD Communities".



65,000

interpreting appointments
through the Sydney Health Care
Interpreter Service.



450+

multilingual resources and
information packages developed
across 20 languages.



Established the Canterbury Community Leaders Forum

for ongoing consultation
between the Chief Executive, staff
and community leaders.





Tresillian

Established in Sydney, New South Wales, in 1918, Tresillian is Australia's largest early parenting support organisation.

Tresillian operates from 25 sites across New South Wales, Victoria and the ACT, providing state-wide, regional and local support services. The Tresillian Service Model provides a framework for the effective delivery of services tailored to the unique needs of families in the early stages of their parenthood journey.

Highlights:

- Continued to support the COVID-19 pandemic response with 63,191 contacts made to Tresillian in the last financial year with many new parents experiencing mental health and anxiety related issues due to the impact of COVID-19. Tresillian introduced a self-refer option where parents could call the Tresillian Parent's Help Line to be directed to the appropriate service for advice and has implemented this service permanently, free access to the *SleepWellBaby* App developed for new parents with over 30,000 downloads*.
- Established 13 new facilities in regional NSW to support the health and emotional well-being of children and their families, this includes seven new Family Care Centres in Moruya, Goulburn, Grafton, Muswellbrook, Cowra, Griffith and Armidale and Tresillian 2U Mobile Early Parenting Vans are also being implemented for Moruya, Queanbeyan, Inverell, Tweed and Bathurst.
- Turned the sod for the \$16.4 million redevelopment of Tresillian Wollstonecraft.
- Announced a new website to help parents with proactive creative ideas to keep the family environment positive. "The Family Project" is a collaboration between Tresillian, Gidget Foundation Australia (GFA) and Nine Cares.



63,191

contacts made to Tresillian.



30,000+

downloads of our free *SleepWellBaby* App.

*since launched with NSW Government funding in 2020.



13

new facilities established to support the health and emotional well-being of children and their families in regional NSW.



Clinical Streams

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

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

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 Cancer Services and Palliative Care stream cared for almost 4000 inpatients and just over 117,000 outpatients. In response to the evolving COVID-19 pandemic, the Cancer Services and Palliative Care Executive redeployed staff to support the COVID-19 response. Cancer Services moved into the new Concord Cancer Centre (CCC). Highlights this year included a new Multidisciplinary Team Room, the incorporation of Icon radiology and installation of PET-CT at Concord Cancer Centre; unveiling of the Rosemary Slater artwork; CALD Breast Cancer Concierge Project and Cancer Survivor Project; development of district-wide policy for palliative care home oxygen; Lifehouse palliative care transition plan; Infusions Centre plans for RPA and Concord Hospitals; new data analyst role; model of care collaboration between rpvirtual and Palliative Care; new committee to address cardiac complications and challenges in collaboration with the Cardiology Stream.

Drug Health Services

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.



GrandSun
FACE SHIELD
FOR DIRECT SPLASH PROTECTION
ANTI-FOG & ANTI-STATIC TREATMENT
OSHA-COMPLIANT

3M
N95
D62220
LOT: 2701023

300 47636



Gastroenterology and Liver

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).

Medical Imaging

Throughout the ongoing pandemic, the Medical Imaging Stream (MIS) continued to provide essential diagnostic imaging studies and therapeutic procedures for the clinical services throughout the District's Hospitals. Being able to continue such essential patient care was both challenging and rewarding. The imaging technology we use in the MIS varies in complexity from simple plain digital x-rays to MR and the country's only total body PET-CT scanner at RPA. There has been continuing investment in the MIS and a PET-CT scanner was installed at Concord Hospital in June in preparation for the service commencing in the third quarter of 2022 as part of the Concord Redevelopment; an upgrade to the existing PACS was completed in November 2021. The planning for the RPA Redevelopment, where medical imaging will play an important role, has continued.

Cardiovascular

Despite the challenges of COVID-19, the Cardiovascular Stream maintained high quality patient care and excellence in research. Over the year, RPA Cardiothoracic Surgery and Vascular Surgery continued to perform complex procedures both in the hospital and through collaborative care agreements, a reflection of high level co-ordination and clinical engagement to deliver high quality patient outcomes. The RPA Cardiology department further developed its specialist services, with an expansion of the outreach Adult Congenital Heart Disease program and launch of an outpatients Sports Cardiology clinic, as well as other services that have facilitated research opportunities. At Concord, the Cardiology department had extensive capital works and equipment upgrades in the Cardiology Catheter Lab, and commenced planning on a model of care for onsite emergency mechanical support, expected to be launched in 2023. The Vascular Surgery department is committed to education and research, receiving national and international recognition of their research innovation in perioperative care of older patients, and introducing new technology for minimally invasive surgery for peripheral artery disease such as atherectomy. The unit has a strong commitment to surgical training and education, recognised by the "2022 educator of merit" award for supervision from the Royal Australasian College of Surgeons. At the Canterbury Hospital, the Cardiology service continues to grow with an upgrade to five days a week with the support of cardiologists, echo and ECG technicians. Across the clinical stream, the Cardiac Rehabilitation and Chronic Care Service adapted the traditional face to face model of care to a virtual service, enabling patient care to be delivered in various settings.

Mental Health

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

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.

This year RPA became the first site in Australia to achieve Diamond (the highest) status from the World Stroke Organisation; world-first model of care of patients following clot retrieval in the acute stroke unit instead of ICU, maintaining a 24x7 clot retrieval service with our partners (radiology and ICU, anaesthetics) during the COVID-19 pandemic; technological innovations for delivering neurological services during COVID – virtual ward rounds, ED COW and rapid transition to telehealth services

during the COVID-19 pandemic; Establishment of Neurology phone consultation service for Aboriginal Medical Service GPs; continuing infusion services for patients with MS during COVID restrictions; over 100 peer-reviewed publications by the department in 12 months; new ENT Clinic commenced at RPA to address needs for Cochlear Implants in Indigenous population; development of a coveted educational program for Neurology trainees in an environment that threatened usual activities through remote teaching, consultant lead program on-site and management of roster to facilitate safe working hours, maximising learning and practical opportunities in these roles, making RPA a highly sought-after training site in NSW; the Golden Hip Award was given to the Concord Orthopaedic Team – becoming one of the top 10 hospitals in Australia recognised for the care provided to patients presenting with hip fractures; the Infectious Disease departments at our facilities played a leading role in the District's pandemic response.

Oral Health

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.





Public Health

The main role of the Public Health Unit (PHU) 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.

The first Delta case in Australia was identified on 16 June 2021. The subsequent wave of cases peaked around mid-September. Intensive follow up of cases during the Delta wave was undertaken by the Public Health Unit to identify contacts and venues at risk. Between 1 June 2021 and 30 November 2021 the PHU managed follow up of over 7000 cases and over 15,000 high risk contacts in Sydney Local Health District residents.

The first Omicron case was identified in Australia on 28 November 2021. As case numbers rose the PHU continued to undertake interviews and follow up of cases, contacts and venues. As at the 11 January 2022 the PHU had been notified of a total 60,605 confirmed COVID-19 cases among District residents since the pandemic began.

After January, the PHU continued to provide support to Residential Aged Care Facilities (RACFs), disability group homes, Aboriginal and Torres Strait Islander communities impacted by COVID-19 cases and outbreaks and other vulnerable populations. In response to increases in case numbers and exposure venues, a dedicated venue's team was implemented. During the Delta and Omicron waves over 5000 venues were identified and assessed by the PHU. The PHU provided significant daily support for review and discharge of returned travellers and other cases and contacts accommodated in the Special Health Accommodation (SHA); in collaboration with SHA and the RPA Virtual discharge support team.

The PHU received 13,882 notifications of non-COVID notifiable conditions, including gastroenteritis, and as international borders re-opened, an increase in notifications for overseas acquired diseases such as Hepatitis A, dengue, malaria, typhoid and possible rabies exposures. Six cases of legionella were notified.

There are a number of emerging communicable diseases including Japanese encephalitis and Monkeypox. Other areas of focus included immunisation programs with hundreds of Flu vaccinations and school vaccinations provided.

Renal Medicine and Urology

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.

Highlights include opening the new Kidney Centre Dialysis Unit at RPA, as part of the Kidney Centre at Professor Marie Bashir Centre; development of the Dialysis Chair, with input from patients and staff, coupled with industry collaboration and support via The Big Idea with the prototypes delivered in February 2022; the enhancement of Renal Supportive Care (RSC) services at RPA and Concord Hospital, and RPA Urology achieving RACS accreditation, with excellent feedback received from accreditors.

The Stream supported the COVID-19 response, providing Sotrovimab infusions for COVID positive renal patients, and dialysis units at both RPA and Concord managed COVID positive dialysis and transplant patients whilst safely providing vital care. This required ingenuity of nursing staff, and often rapid action to implement COVID red shifts. The Concord Urology department developed a working ambulatory care clinics model which allowed them to maintain up to 75 per cent of their outpatient activities.

Respiratory and Critical Care

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

It is astounding, despite the unprecedented year that was 2021, the volume and quality of activity provided by the Stream. By way of example our obstetric/ maternity outpatient visits at RPA were 80,213 and Canterbury 32,623. Our birthing numbers at both locations remained stable with 4232 births at RPA and 1287 at Canterbury. Gynaecology services were impacted by COVID, but numbers of appointments for service remained high with 701 gynaecology out-patient visits at Concord, 1050 visits at Canterbury and 11,864 at RPA. Overall Women's Health at RPA for obstetrics/maternity and gynaecology there were 92,077 outpatient visits, with Canterbury and Concord having 33,673 and 2698 respectively. Our Neonatology Department at RPA and Canterbury are an integral part of our Stream. At RPA there were 986 admissions and 3649 outpatient attendances, whilst Canterbury there were 183 admissions.

The Paediatric Department at RPA has consistently increased outpatient attendances from 159 in 2017 to 3907 in 2021. Outpatient appointments at Canterbury remain high with 1127 outpatient visits in 2021.

Highlights for the service include the introduction of a midwifery-led Implanon Insertion (contraceptive) service; the establishment of the Hypertensive Diseases in Pregnancy Clinic at Canterbury Hospital; the expansion of the Canterbury Antenatal and Postnatal service to include six midwives, the expansion of Outreach Midwifery Clinics, utilising nine Child Family Health Centres across the District; the establishment of the Midwifery Antenatal and Postnatal Service at RPA – increasing the number of women receiving continuity of midwifery care in the antenatal and postnatal period; completion of Children's Ward Redevelopment at RPA Hospital; RPA Paediatrics Team awarded the Inspiration Award – Value-Based Healthcare Awards – Leading Better Value Care; commenced District-wide Child at Risk MDT meetings; the neonatal ICU successfully recruited and commenced training of two new transitional neonatal nurse practitioners, continuing its leadership role in NSW.





Research & Innovation

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Reimagining Sydney's leading centre for innovation



For over 140 years, Royal Prince Alfred Hospital and the University of Sydney have partnered to solve some of the world's most complex health problems.

The Sydney Innovation Precinct elevates this partnership. It brings together medical research institutes, centres of excellence and industry partners as an ecosystem for discovery.



Sydney Innovation Precinct for Health Education and Research

SIPfHER (Sypher)

Definition:

to lap (a chamfered edge of one plank over that of another) in order to form a flush surface.

Collins English Dictionary



Sydney
Local Health District



Royal Prince
Alfred Hospital



THE UNIVERSITY OF
SYDNEY

Sydney Research is a unique collaboration of world class health, academic and medical research institutions brought together to further strengthen health and biomedical research performance and collaboration across the Sydney Innovation Precinct.

The Sydney Research Council continues to have a strong attendance by leaders across the Sydney Innovation Precinct, including Sydney Local Health District, University of Sydney, and their partnering medical research institutes and industry collaborators. In 2022, we welcomed five new partnering organisations including the Greater Cities Commission, NSW Office for Health and Medical Research, Tech Central Alliance, Melanoma Institute Australia, and Research Australia.

Highlights:

- Continued to progress the Sydney Innovation Precinct, including appointing an inaugural Chair and Executive Director.
- Announced plans for a new venture with Royal Prince Alfred Hospital's oldest partner The University of Sydney to establish the Sydney Biomedical Accelerator.
- The \$650 million initiative between Sydney Local Health District and the University of Sydney will establish a 42,000sqm complex to physically link the University and Hospital campuses for the first time in 140 years. The Sydney Biomedical Accelerator will be built in the centre of the Sydney Innovation Precinct and will further solidify a critical mass for internationally-recognised health and biomedical research expertise.
- Contributed to the establishment of the Tech Central precinct, which extends from Central to Camperdown. Sydney Research has supported the strategic, infrastructure and planning initiatives for Tech Central, including the proposed Camperdown BioTech Hub.
- Hosted the Big Idea and Sydney Research Awards and Scholarships events during the Innovation Week in Sydney Local Health District with 14 awards given and over 500 attendees.
- Coordinated a number of events to raise awareness of research and innovation activity and to support the next generation of researchers, including the Marlow Hampshire Health and Biomedical Research Leadership Program, Spark Festival Health and MedTech mixers, Think Tanks, Franklin Women Mentoring Program, Tech Central Quarterly Briefings, Cicada Innovation programs, and Biodesign Sydney.
- Hosted international delegates from Israel, Korea, India and China to showcase the research and innovation achievements of Sydney Innovation Precinct for Health Education and Research.
- Introduced five new scholarship opportunities for researchers and staff, including the Tim Trigg Scholarship for Glioblastoma Research, Sami Azmol Scholarship, Cardiovascular Postgraduate Scholarship, Sydney Cancer Institute Seed Grant and the Dr Teresa Anderson AM Carer's Scholarship with Franklin Women.
- Continued to support projects under the NSW Health Translational Research Grant Scheme with over \$6.5 million funds received to date across 9 state significant projects.
- Collaborated with the Office for Health and Medical Research on a new initiative to streamline research governance and ethics processes across NSW.
- Led six initiatives to strengthen the involvement of community members in the design, implementation and evaluation of research – including introducing a new state-wide measure for community involvement in research (a first for NSW).
- Established a new LinkedIn profile to broaden the reach of Sydney Research communications, which has attracted over 900 followers. There are more than 3000 followers across Sydney Research social channels (LinkedIn, Twitter, Instagram and newsletter).



“The Sydney Biomedical Accelerator’s researchers and industry collaborators will work together on solving critical health challenges, and providing options for patients who may have limited choices. Investing in the state-of-the-art facilities, so closely located between a leading hospital and university, will dramatically shorten the time between scientific discovery and health outcomes for patients and our community.”

Dr Teresa Anderson AM
Chief Executive, Sydney Local Health District





The Big Idea and Sydney Research Awards

Dr Joe Dusseldorp won \$45,000 in pre-seed funding at 2022 The Big Idea for his anti-spasticity micro-implant which aims to help patients living with muscle spasticity, like cerebral palsy, to regain muscle tone and control. He was one of five finalists who competed for the pre-seed funding, plus \$25,000 in professional services from IDE Group.

Dr Samson Dowland won the People's Choice Award 2022 for his idea to develop a new non-hormonal contraceptive to revolutionise women's reproductive health. Sam also won \$5,000 worth of IDE's services.

Dr Joanneke Maitz, winner of the 2022 Annual Health Research Infrastructure Award is an early career researcher award that recognises an individual with high research potential in basic science research. Dr Maitz' work titled; Rejuvenating patients' own skin cells for the treatment of burn injuries.

Min Jiat Teng, winner of the 2022 Clinician Researcher Scholarship is designed to encourage and support clinicians seeking to pursue a clinical research career. Min Jiat's work titled; on evaluating a virtual clinic for people with simple fractures.

Daniel John Babekuhi, winner of the 2022 Health Informatics Research Scholarship, supported by VOIP, aims to encourage research into how clinicians, academics and researchers can work with health information and communication technology to improve delivery of care and outcomes for patients. Daniel's work titled; AI-driven innovations for sustaining organs outside the body for up to two weeks between transplantation.



Professor Richard Scolyer, Associate Professor Alexander Menzies and Professor Georgina Long, winners of the 2022 Research Excellence Award for Best Publication recognising the best publication in a high impact journal for their work titled 'Pathological response and survival with neoadjuvant therapy in melanoma: a pooled analysis from the International Neoadjuvant Melanoma Consortium'.

Professor Cathie Sherrington, Institute for Musculoskeletal Health winner of the 2022 Research Supervisor Award recognising the outstanding achievements of a research supervisor.

Dr Rebekah Ahmed, Staff Specialist Neurologist, RPA and Brain and Mind Centre winner of the 2022 Young Researcher Award recognising outstanding performance from an early career researcher.

Niv Vigder, Honours Student, The University of Sydney winner of the inaugural 2022 Cardiovascular Postgraduate Scholarship, supported by the Heart Research Institute and designed to encourage postgraduate students at University of Sydney undertaking research into the diagnosis, prevention or treatment of cardiovascular diseases.

Dr Seshika Ratwatte, PhD Candidate, The University of Sydney, winner of the inaugural 2022 Emerging Cardiovascular Researcher - Education Scholarship, also supported by the Heart Research Institute, was awarded to an emerging researcher to pursue educational opportunities.



A snapshot of Research in Sydney Local Health District

Sydney Local Health District academics and employees were contributors to more than 2111 publications in the 2021 calendar year. 88 discussed the impact of the COVID-19 pandemic across various health services.

The Research Office supported the establishment of the Post-COVID Respiratory Clinics and Long COVID Clinic and continued to expedite review of COVID research studies by the Research Ethics and Governance Offices.

Highlights:

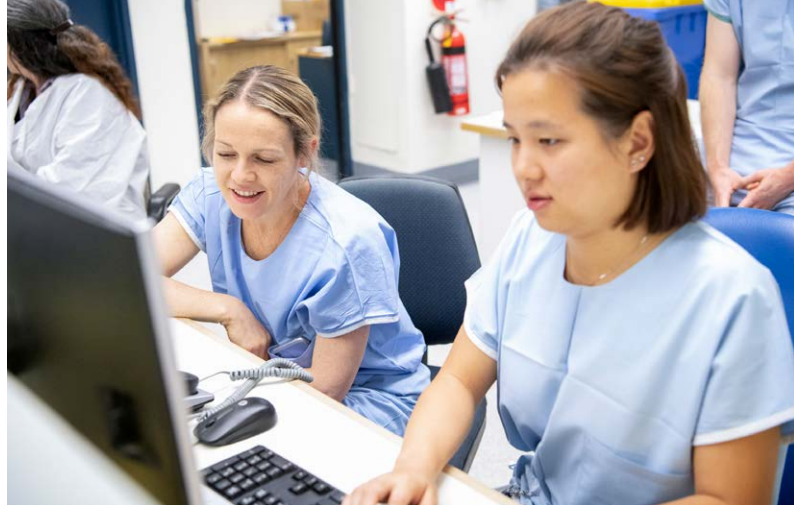
- **Innovation Week, Clinical Trials Showcase and Clinical Trial Excellence Awards.** The Clinical Trials Showcase posted its highest registration rates since its inception, with close to 400 registrations for the in-person event and over 180 for the online event. Two Clinical Trial Awards were presented to recognise outstanding contributions from researchers and research support staff from Sydney Local Health District.
- **The Clinical Trial of the Year Award was awarded to Dr Lauren Troy, RPA Respiratory Department,** for the Cryobiopsy versus Open Lung biopsy in the Diagnosis of Interstitial Lung disease alliance (The COLDICE Study). The COLDICE Study was a world-first, multi-centre Australian study with international collaborators. The study compared a new technique for diagnosing lung disease, the cryobiopsy, to the standard surgical lung biopsy. All participants in the study underwent the two forms of biopsy, and a group of expert pathologists analysed each one to determine the accuracy of the new technique. The study, published in *Lancet Respiratory Medicine* in September 2019, showed that the cryobiopsy had good diagnostic accuracy, with a high level of agreement with the surgical biopsy. These important results have already influenced clinical practice around the world, with inclusion of findings in international guidelines.

- **The Excellence in Clinical Trial Support Award was awarded to Romana Cecchele, Senior Investigational Drug Unit Pharmacist at RPA.** Romana has headed up the RPA Pharmacy investigational Drug Unit team for approximately 8 years. Her team of 4 pharmacists and a Pharmacy Technician work extremely hard to facilitate all the trials across the RPA campus, along with supporting some of the smaller hospitals that may have little to no experience in running trials. There are currently more than 260 industry-sponsored and investigator-led clinical trials that are actively supported by Romana's team.
- Continued to play a pivotal role in **Sydney Health Partners**, one of the first four Advanced Health Research and Translation Centres in Australia.

Research departments recorded 446 grants that were either active in 2021 or newly awarded in 2021 for future commencement.

138 new clinical trials were authorised across the District, bringing the total number of active clinical trials to approximately 620.

414 ethics submissions were approved and 552 governance submissions were authorised.



Digital Health and Innovation

In 2021-22 the District launched a new Digital Health Strategic Plan – and transitioned ICT Services to Digital Health and Innovation.

We use technology to deliver clinical services, conduct world class research and teaching, and manage the organisation. Our clinicians, researchers and support staff are continually exploring new ways to use digital to improve the services we provide to patients and their families.

Our COVID-19 response showcased the potential of Digital to rapidly transform how health services are delivered.

Our Digital Health Strategy identifies Flagship Initiatives which showcase our District's ability to innovate and lead through Digital Health.

To realise these opportunities, we are investing in building digital infrastructure and fostering a digital-ready workforce, so that we are able to harness the potential of artificial intelligence and other advancements in medical technology. We must also secure our health service against evolving cyber security threats and continue to keep our community safe from present and future pandemics.

Through co-designing Digital Health with our patients, staff and the community, we will ensure our solutions work for everyone and improve the experience of our staff caring for our patients.

To see the plan head to our website slhd.health.nsw.gov.au



13,000

devices upgraded to Microsoft Windows 10
– procured 2760 additional laptops and
desktops to support operations.

Highlights:

- Continued to support the COVID-19 pandemic response including the implementation of a digital solution for the vaccination program with self booking, queue management and closed loop medication management at the NSW Health Vaccination Centre at Sydney Olympic Park, Bicentennial Park, RPA, in hospitals and outreach clinics in the community; supported the state-wide service design of healthdirect Consumer Vaccination Booking Support Service and Clinic Finder; developed Are My Results Ready application to support screening for international air crew and query form for vaccination records; implemented voice-activated communication devices “Vocera” to support staff working in PPE; made enhancements to the eMR, expanded the COVID Surveillance Testing Program; made enhancements to digital process for testing clinics; launched the Miya COVID-19 Dashboard at **rpavirtual**; implemented Perx Health app and remote care dashboard for **rpavirtual** Aboriginal and Torres Strait Islander patients.
- Delivered vICU in partnership with Far West Local Health District, linking Broken Hill to RPA ICU.
- Planned and implemented sustainable IT infrastructure for the new wards and clinics of the \$340 million Concord Hospital Redevelopment.
- Migrated over 10,000 handsets to new Alcatel IP telephone system.



Florence

Launched Florence, the District's Digital Patient Portal, at the Concord Cancer Centre.



Vocera

Implemented voice-activated communication devices "Vocera" in RPA and Concord Emergency Departments and Intensive Care Units to enhance staff communication and response rates while wearing PPE.

Supported almost
189,000
virtual meetings.

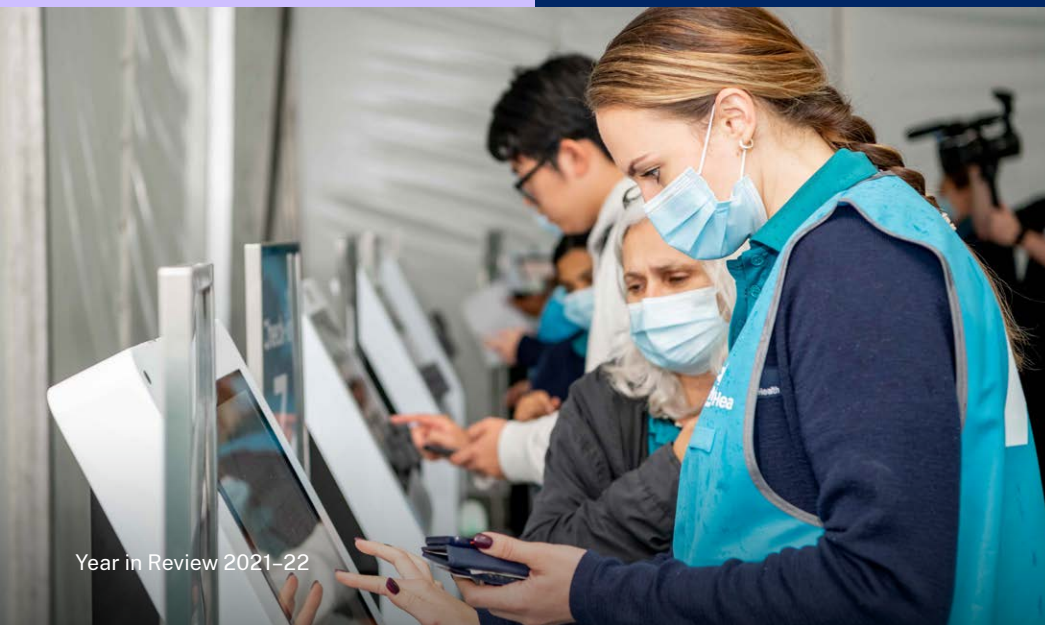
3.167 billion

eMR Transactions and
653 new features built
in the eMR.

40 million+
SMS sent.

46.8 million
electronic medical orders.

51,453
Service Desk enquiries.



Interpreter Portal

Implemented a new mobile Interpreter Portal for over 300 Interpreters to provide more timely and efficient interpreter services to patients.

Feature:

Innovation Week 2022

This year marked 10 years since the very first Sydney Innovation and Research Symposium.

Over the last decade the event has grown to be a week-long celebration featuring the work of our staff and services, and an opportunity to share ideas, network and collaborate.

This year, hundreds of staff took the opportunity to register for each of our events, attending in person and virtually – many gathering for the first time since our pandemic response began.

More than 100 presenters showcased the exemplary care our staff provide every day for our patients, their families and our community.

It was a special time to collaborate, to connect and to dream big for a bright future.

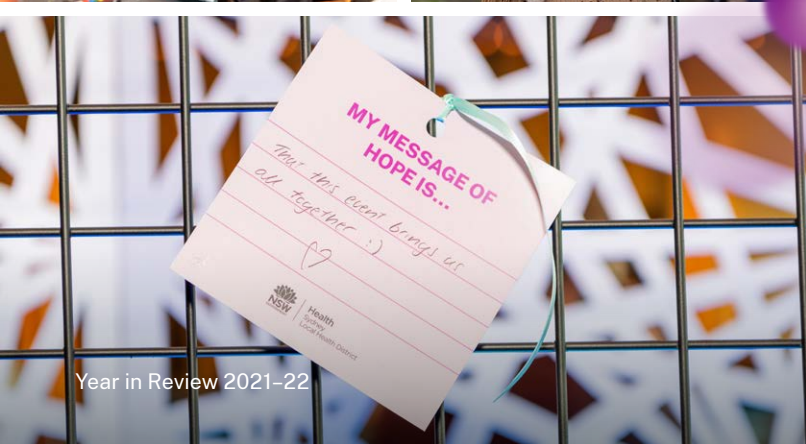
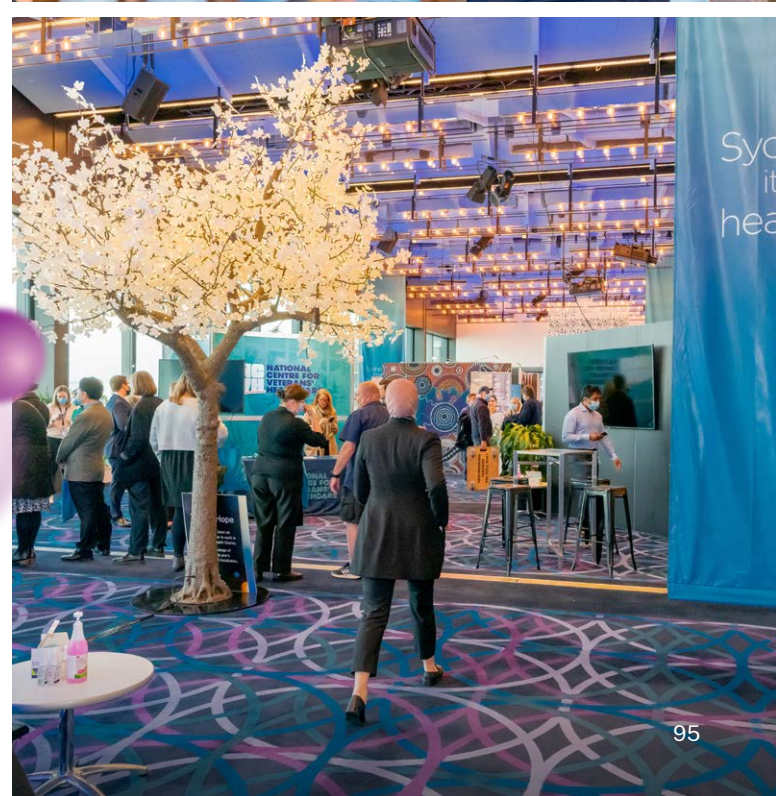
We began the week with our People Matter – Cuppa with a Colleague, which focussed on staff health and wellbeing, with many staff able to pause for a chat over a cup of tea.

During our Patient and Family Experience Symposium we heard from our LGBTIQ+ communities about their healthcare experiences and learned better ways to support them. At our Women's Leadership Breakfast, NSW Health Secretary Susan Pearce shared uplifting stories from her 30-plus years in healthcare. Our Care in the Community Forum highlighted the depth of our partnerships with all of our communities, the Clinical Trials Showcase explored the development of new treatments and cures while The Big Idea spotlighted the drive of our staff to transform healthcare. Day Two of the Sydney Innovation and Research Symposium capped off the week, with lively discussion about the role of technology in healthcare, keynote addresses about next generation psychiatric treatment, our recovery from COVID-19 and The Pitch.

The Chair of the Board, John Ajaka closed the Symposium with a touching message of thanks for our staff.

"I want to thank each and every one of you. I want to thank you for all of your care, your strength and your empathy. For the way you all came together to help each and every one of us."





Beds 9 - 12

Hand Hygiene Station
STOP



Our Education

Centre for Education and
Workforce Development

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Centre for Education and Workforce Development

Located in the grounds of Callan Park at Rozelle, the Centre for Education and Workforce Development (The Centre) is a beautiful learning and collaboration space.

The Centre is a delivery site of the NSW Health RTO which means that qualifications can be offered both to our current workforce and our future workforce

Since 2020 the Centre transformed its business to support the District's COVID-19 response. Tiger Teams have provided education and support right through the organisation and led education of staff for the NSW Health Vaccination Program. Face to face education recommenced in February 2022.

The Centre for Education and Workforce Development will relaunch in 2023 as Sydney Education.

Highlights:

- Hosted the Patient and Family Experience Symposium during Innovation Week, celebrating Pride and the experiences of our LGBTIQ+ communities. This event was developed by a working party with representation from a wide range of services and consumers and reaffirmed the District's commitment to the implementation of the NSW LGBTIQ+ Health Strategy 2022 – 2027.
- Launched new partnership with the University of Sydney offering two new qualifications to staff through the scholarship program: Master of Health Policy and Master of Digital Health and Data Science.



The service delivered

25,332

days of education.



Almost 1.3 million

clinical placement hours were provided by staff across the District and 5280 students completed a clinical placement.

12,496

operational assessments were completed.

218,642

online modules were completed by staff across the District.

155

people completed a VET Sector qualification or statement of attainment.



22,825

individual attendances at courses.



Our Staff

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Workforce Services

During 2021-22, we've continued to adapt 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.

Responding to COVID-19

Workforce Services continued to support the COVID-19 pandemic response with over 3500 employees hired to assist including at Special Health Accommodation and the NSW Health Vaccination Centre; supported the deployment of staff to services including RPA Virtual Hospital, COVID-19 testing and COVID-19 vaccination as well as frontline hospital services.

Highlights:

- Launched new Service Awards Program for all staff – in the first year, 6000 employees will be recognised for their contribution to NSW Health over 10 years.
- 4137 offers of employment were accepted through the Recruitment and Onboarding (ROB) system and a further 1,090 employees recruited offline.
- Launched the Sydney Local Health District LinkedIn page to help support recruitment campaigns.
- Launched Disability and Inclusion Action Plan (2022-2026) on the International Day of People with Disability.
- Progressed the District Aboriginal Workforce Action Plan 2022 – 2026.
- Implemented the Performance and Talent system (PAT) across the District.
- Finalised the District's Flexible Working Guidelines.



72% of our workforce is female and 28% male.



23% of staff have greater than 10 years continuous service with the District with 3% having greater than 30 years continuous service.



The results show that our staff believe Sydney Local Health District is one of the best places to work in NSW.



Highest response rate

In the 2021 People Matter Employee Survey our District had a **39 per cent response rate** which was the highest response rate of all metropolitan Local Health Districts in NSW.

68%
engagement
index

equal highest with two other Local Health Districts.

77%

of our staff say they get a feeling of personal accomplishment from their jobs.

67%
cultural
score

which was the highest Culture index of any Local Health District in NSW.



In 2022 – the District had its best response rate to the survey yet, with **49 per cent of staff completing the survey**. The results of this survey will be released in November 2022.

Feature:

Making a Difference



Alexis Joseph

How long have you worked in health?

A long time! I have been in Sydney Local Health District for 9 years working in roles that support Aboriginal and Torres Strait Islander patients.

Where do you work?

I work in the Aboriginal Cultural Support Team, RPA Virtual Hospital.

The team was originally set up in 2021 with support from the Chief Executive of the District and AMS Redfern when the Inner West suburbs got hit with COVID.

We have been working now for over 12 months with Community and Service Providers to keep community safe.

What do you do?

I provide support and advice to Aboriginal and Torres Strait Islander COVID positive patients while in isolation, including extended family and community members. This can be with food relief, phone credit, medical attention or just having a yarn – which sometimes is all that is needed.

Why do you do what you do?

To give support to all Aboriginal and Torres Strait Islander patients making sure they feel culturally safe.

What's the best part of your day?

Knowing that Mob are looking after Mob and that the team have supported community members to reach the best outcomes.



Shuichi Araoka

How long have you worked in health?

I have worked as a Physiotherapist for 10 years in both private and public settings.

Where do you work?

I am currently working at Arthritis and Osteoporosis Centre, Canterbury Hospital.

What do you do?

I am on a secondment from RPA Hospital, working as the acting Clinical Coordinator for the Osteoarthritis Chronic Care Program. My job is to coordinate and evaluate the service, I also have a clinical role in assessing and managing patients with Osteoarthritis of the hip or knee.

What's the best part of your day?

Once a week we have a multidisciplinary case meeting to ensure patients are receiving consistent and integrated care. These meetings enable the team members to better synchronise schedule as well as share knowledge in their respective areas of expertise, so that patients are able to access more coordinated and streamlined care. The best part of case meeting is that I am always learning new things from other clinicians.



Cindy (Sim Yee) Tan

How long have you worked in health?

Almost 19 years.

Where do you work?

I work at Concord Cancer Centre as one of the Senior Clinical Dietitians. My current clinical focus is on Cancer Survivorship.

What do you do?

I see cancer patients in the Sydney Cancer Survivorship Clinic. Patients with early stage cancer who have completed their primary cancer treatment are referred to this clinic where they are seen by a multidisciplinary team. My role is to provide dietary advice to these patients to improve their health and cancer prevention. I also provide expert opinion related to nutrition to the other multidisciplinary team members in patient care and in a research capacity. In addition to my clinical role, I conduct research projects with the aim of improving clinical outcomes for cancer patients.

Why do you do what you do?

I like to be a clinician as it gives me a great sense of job satisfaction knowing what I do contributes to improving patient care. Working in a supportive environment and with inspiring colleagues has inspired me to do better as well.

What's the best part of your day?

When I see patients walking out of the consultation with a smile or when I see my students completing their placement and becoming a qualified dietitian.



Sharon Taylor

How long have you worked in health?

32 years.

Where do you work?

I work at Concord Repatriation General Hospital Emergency Department.

What do you do?

I am the Nurse Manager of the Emergency Department (ED).

Why do you do what you do?

I am committed to quality and safe patient and family centred care, empowering nurses, and working within a dynamic Multidisciplinary Team.

As challenging as the emergency environment can be, I love the excitement of Emergency Nursing, the variety of my role and different patients that we care for. As an experienced emergency nurse and Nurse Manager, I don't take for granted, the tremendous team that I oversee and the tireless work that they do. I am fortunate to be able to collaborate with the multidisciplinary emergency team and hospital Executive to achieve common goals. I value these professional relationships and the contribution to the department they all make.

What's the best part of your day?

When I review the number of patients who have presented to the ED and see that we have provided care to each of them in a safe and efficient manner.

Additionally, when staff are recognised for their hard work and seeing the return investment of supporting all staff.



Tamasin Norris

How long have you worked in health?

I am coming up to ten years working in health. I worked as an Assistant in Nursing for four years, before becoming a Registered Nurse at RPA. Before Public Health, I worked in Respiratory Medicine where I enjoyed working with patients with Interstitial Lung Disease and Cystic Fibrosis. When COVID-19 first breached our shores, I worked in COVID areas and cared for our first COVID patients. It was a challenging time treating people with a novel virus we didn't yet understand, but was also an exciting period for a Respiratory nurse with an interest in infectious disease.

Where do you work?

I work in the Communicable Diseases Team in the Public Health Unit (PHU). Our unit caters for all of the suburbs in Sydney Local Health District, and we are based at RPA Hospital.

What do you do?

My role as a Public Health Nurse is a varied one, my team specialises in the management of notifiable diseases in Sydney Local Health District. In other words, we're disease detectives! We are responsible for the follow-up of infectious diseases and outbreaks in residents of our Health District. This involves investigating the source of infectious diseases and their outbreaks, and controlling and preventing ongoing transmission.

During the pandemic, a lot of our focus was on COVID-19 and contact tracing, and strategies to decrease transmission in the community. Our team co-ordinated outbreak management within Aged Care facilities, disability facilities and other venues in the community. Now that COVID-19 has become endemic, we are turning our attention to empowering facilities with education and resources to manage COVID independently, with assistance from the PHU when needed.

Now that the borders are open, and people are returning to a new normal, we are seeing a return to "business as usual", and following up anything from Legionella, to Meningococcal, to antibiotic resistant bacteria and foodborne illnesses.

Why do you do what you do?

I find working with our community to manage infectious disease a rewarding role, where I get to help prevent disease and transmission and have a causative effect, rather than just treating people once they are ill. My role in the PHU has allowed me to work with our more vulnerable communities such as residents in disability group homes, educate disability group home and aged care providers on outbreak control, and even vaccinate out in the community in pop-up clinics for lower socio-economic groups.

Something I will always be proud of is the difference our team made during the pandemic. To be a part of history, knowing we helped slow the spread of COVID-19, afforded our community time to get vaccinated, and helped save many lives, is something I'm incredibly grateful to be a part of. Ultimately, my role makes me feel like I make a difference, and actively contribute to the wellbeing of my community.

What's the best part of your day?

No day is the same in the PHU. One moment we will be answering calls from the public asking for advice, the next moment we are contact tracing a Hepatitis A case, or responding to an outbreak of a vaccine-preventable disease in a childcare centre. That, in itself, is something I love the most about the PHU, every day is different, and you never know what is around the corner.



Erin Heine (They/Them)

How long have you worked in health?

I have been working in health for 10 years. I started at Nepean Blue Mountains Local Health District completing the NSW Health Management Traineeship in 2013, which included a Masters of Health Service Management. I have worked in a range of roles including operational and strategic management, supporting facilities and clinical services, quality improvement projects, Population Health and Diversity and Inclusion.

Where do you work?

I work within the Priority Populations Programs team that sits within Population Health. We are based at Forest Lodge but my role covers the whole District. I am privileged to work for a team, and in a District that allows me to be my whole self at work.

What do you do?

I am the Program Manager for LGBTIQ+ and Men's Health for the District. This is the first role of its kind in a Local Health District and is part of the District's commitment to implementing the NSW LGBTIQ+ Health Strategy 2023-2027. This role supports system wide improvement to achieve the aim of Sydney Local Health District being a leader in LGBTIQ+ inclusive healthcare delivery. The system wide approaches range from supporting health care professionals to develop skills, knowledge and confidence in providing care to LGBTIQ+ consumers, to supporting the development of culturally safe respectful and clinical healthcare environments for consumers and staff who are LGBTIQ+.

Why do you do what you do?

As someone from the LGBTIQ+ community I love being in a role that contributes to improving access, outcomes and experiences of healthcare for that community. I also love being in a role that supports clinicians to do what they do best, provide highly quality and safe healthcare.

What's the best part of your day?

Every time I get feedback that healthcare professionals have learned something new that can help them feel more confident in their practice. Also to hear from other LGBTIQ+ staff that the District championing and visibly supporting LGBTIQ+ inclusion makes them feel seen, valued and proud to work here. I feel the same way.



John Worthington

How long have you worked in health?

I started working in health as an Intern at RPA in 1982.

Where do you work?

I work in the neurology department here at RPA, and the stroke team.

What do you do?

I am a Neurology specialist at RPA. As Director of the RPA Comprehensive Stroke Service and the Sydney Local Health District Stroke Observatory, a research unit, my focus is on stroke and working in the stroke team. RPA has a leading stroke and neurology service and the ECRNOW service offers hyperacute clot-retrieval for patients across the state. There are a lot of working parts to preventing and managing stroke and our team has attracted international awards for stroke care and clot-busting.

Why do you do what you do?

It crept up. Although I always preferred acute care I started with a strong interest in prion diseases and sleep medicine. There was a lot of unmet need in stroke care and I would pick up a clinic, draw up a stroke clinical pathway, or do some leg-work in stroke treatment trials. When there was a big push to improve acute stroke care services I was on the spot. With evidence for effective hyperacute treatments stroke care became exciting, time critical and team based. It was a good fit.

What's the best part of your day?

Working with the team providing complex and time-critical care. It is an exemplar and really something. Lately the welcome home by our fairly new dog is great. You really know you have made it home.

Innovation and Excellence Awards

Each year Sydney Local Health District Staff come to work each day to make a difference. Our Annual Innovation and Excellence Awards recognise the significant contributions of our staff.

Delivering Integrated Care

The District is committed to collaborating and purposefully working in partnerships across government and community organisations.

Highly commended

National Centre for Veterans' Healthcare – *Pilot*

Residential Aged Care Facility Outreach Team – *Expanding non-COVID Activity to respond to COVID-19*

Women's Health, Neonatology and Paediatrics – *Leading Better Value Care – Bronchiolitis*

Winner

Community Paediatric School Clinic - *Ngaramadhi Space*

The Paediatric team worked with education, social care, and the *Wouwanguul Kanja* – an Aboriginal community steering group – to provide integrated care which significantly reduced the behavioural difficulties experienced by 79 children.

Health Equity, Diversity and Inclusion

The District is committed to ensuring the services it provides are inclusive of all people in the community regardless of race, gender, sexuality and ability and that everyone is accepted, welcomed and valued.

Highly commended

BreastScreen NSW – *Aboriginal Shawl Project*

Health Promotion and Population Health – *Aboriginal Bowel Screening Project*

Winner

Aboriginal Health Unit and Executive Support Unit – *COVID-19 Aboriginal Cultural Response Team*

The Aboriginal Cultural Response Team provided cultural support to COVID-19 positive Aboriginal patients and assisted *rpavirtual* and Special Health Accommodation with patient engagement reducing the potential for large-scale outbreaks.

Excellence in the provision of Mental Health Services

This award recognises and showcases innovation in improving the quality and safety of mental health patient care.

Highly commended

Mental Health Services – *Project ECHO*

RPA Institute of Academic Surgery – *Surgical outcomes for patients with serious mental illness*

Winner

Mental Health Services – *Providing psychological care for patients in Special Health Accommodation*

The team provided psychological support to help people cope with the stressors of quarantine. They've supported more than 7000 people – helping them manage anxiety, claustrophobia, depression, insomnia, substance withdrawal, self-harm and suicidal ideation.

Education and Workforce Development

Support for its people is one of the District's most important investments in delivering of excellence in healthcare for all.

Highly commended

RPA Emergency Department
– *Closing the feedback loop between patients and paramedics*

Special Health Accommodation
– *An innovative model of care to support the community during the response to COVID-19*

Winner

Carers Program – *Carers as Partners in Care*

This year, Carers NSW recognised the importance of the District's Carers Program, with the District becoming the first Local Health District in Australia to achieve Level Two accreditation as a carer-friendly employer.

Health Research and Innovation

Collaboration between clinicians, researchers, policy makers, service users, health managers and consumers in healthcare is critical and can lead to service improvements and research findings that improve outcomes for patients.

Highly commended

RPA Vaccination Research Unit – *Only In Australia: Novel research is breaking ground in the pandemic fight*

Winner

RPA Hospital – *Cell and Molecular Therapies*

The RPA Cell and Molecular Therapy team is leading the way in innovation and translating research into improved health

outcomes for patients. They're involved in clinical trials, treating diseases like haemophilia, cancer and dementia.

Keeping People Healthy

Keeping the community healthy is one of the District's key priorities. This includes raising awareness of healthy choices and improving the overall health and wellbeing.

Highly commended

Drug Health Services – *Harm Reduction Program*

Winner

ICT Services – *Turning the other cheek on COVID-19 quarantine testing*

A collaboration led by Sydney Local Health District and NSW Health Pathology created a COVID-19 saliva testing system, for daily use by airport, quarantine and border workers. The innovative ICT solution made testing accessible, easy and faster to get results.

There were also two Chief Executive Awards for Excellence in this category.

Winner

Canterbury Hospital – *Emergency Department enhanced triage during COVID-19*

In response to increased infection risks during the Delta outbreak, Canterbury Hospital overhauled its triage process and location – ensuring people who potentially had COVID-19 were able to wait in areas that did not increase the risk to other vulnerable patients.

Winner

Child Protection Strategy Unit – *Innovations in Sydney District Pregnancy Family Conferencing*

Pregnancy Family Conferencing is a trauma-informed program offered to women and their families where significant child protection concerns have been identified for their unborn or newborn baby. A partnership between the District and the Department of Communities and Justice, it aims to increase the likelihood that babies are able to remain safely in the care of their parents.

Patient Safety First

Patient safety is one of the most important parts of providing excellent care. This includes engaging patients as partners in their care and delivering care in ways that they find relevant.

Highly commended

Disability Inclusion and Strategy Service – *Keeping Me Safe in my Home: Protecting people living with disability in shared living accommodation safe during COVID-19 outbreak*

Winner

NSW Health Pathology – *Laboratory testing boosts public safety during COVID-19*

NSW Health Pathology was responsible for increasing lab testing for COVID-19 from a few hundred tests a day to 5,000 per day. This kept people safe by getting their results sooner and providing valuable insights to contact tracing teams.

There was also a Chief Executive Award for Excellence in this category.

Winner

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

The innovative Special Health Accommodation model fast-tracked conversions of hotels

into field hospitals. It kept patients safe by providing a place for them to quarantine in isolation while receiving care.

Transforming Patient Experience

Patient-centred care is at the heart of the District's strategy. This category recognises the projects which have transformed patient experiences.

Highly commended

Canterbury Hospital – *Canterbury Antenatal Postnatal Service*

ICT Services and Nursing – *Wound Care Command Centre*

RPA Virtual Hospital – *enhancing patient and staff experience through value-based virtual care*

Winner

COVID-19 Operations – *Welcome to the NSW Health Mass Vaccination Centre*

The NSW Health Vaccination Centre at Sydney Olympic Park is capable of vaccinating up to 10,000 people a day. From its inception, the community was at the heart of decision-making, with the Centre's welcoming environment ensuring a positive experience for everyone being vaccinated. It has delivered more than 1.406 million vaccine doses.

There was also a Chief Executive Award for Excellence in this category.

Winner

Residential Aged Care Facility Outreach Team – *Expanding non-COVID Activity to respond to COVID-19*

The team kept patients safe by providing care in aged care facilities, and helping them avoid hospital admissions. They addressed care concerns in their early stages and minimised the risks to vulnerable elderly people.

Volunteer of the Year

This Award recognises the contribution of an individual who provides excellent support for patients, carers and families and acts as a role model for volunteering in the District.

Highly commended

Concord Hospital – *Dr Diane McPhail*

Royal Prince Alfred Hospital – *Geoffrey Lean*

Sydney Dental Hospital and Oral Health Services – *Ann-Mason Furmage*

Winner

Wafa Zaim – *Canterbury Hospital*

As a consumer representative at Canterbury Hospital for more than 25 years, Wafa Zaim supports and empowers families of diverse needs and cultural backgrounds. During COVID-19, Wafa shared the District's Arabic-language resources with the community.

Cleaners of the Year

This category recognises a hospital assistant who demonstrates excellence in their cleaning role.

Highly commended

Balmain Hospital – *Eric Lambert*

Concord Hospital – *Purisima Nunal and The-Ha Tran*

Drug Health Services – *Ran Budhachhatri*

Royal Prince Alfred Hospital – *Harvie Cordova and Lena Dimovska*

Special Health Accommodation – *Dewa Ayu Komang Septu Apriyani and Renato Riccotta Camargo*

Sydney Dental Hospital – *Jin Hong Mok*

Winner

Joshua Antonio – *Croydon Health Centre*

Joshua has worked as the leading hand across the Health Centre sites for a year and has delivered excellence, enthusiasm, and support for all staff, patients and families demonstrating exceptional standards at all times.

The leaders from the Special Health Accommodation Environmental Services team also received special recognition.

They are:

Alina Roka Magar, Ashar Ashar, Bijay Magar, Krishna Neupane, Pabitra Bhandari, Rina Tamang, Rubendra Maharjan, Shanti Tamang, Subin Gyawali, Sukmawati Sukmawati, Sukriani Masse, Umesh Tamang, Vyna Giri Lawu, Andi Pangerange Datti, Indra Suryadi Raysid and Manpreet Kaur.

Environmental Services played a vital role in setting up and supporting Special Health Accommodation. The team members provided exceptional leadership, helping everyone to understand new processes and maintain excellent levels of care.

Collaborative Staff Member of the Year

This award recognises employees who have made an exceptional contribution to the services provided by the District.

Highly commended

Bradley McEntee – *Special Health Accommodation*

Claire Devonport – *Women's Health, Neonatology and Paediatrics*

Danielle Morris – *Workforce Services*

Dr Joseph Lawler – *RPA Gastroenterology and Hepatology*

Dr Michael Paleologos – *RPA Anaesthetics*

Elizabeth Ryan – *Canterbury Hospital Patient Surgical Flow*

Professor Armin Nikpour – *Neurosciences Ambulatory Care Unit*

Regina Nagy – *Drug Health Services*

Sinead Sheils – *Gastroenterology and Liver Service*

Winner

Joseph Jewitt – *General Manager, Special Health Accommodation*

As General Manager of the District's Special Health Accommodation (SHA), Joseph has played a pivotal role in the response to COVID-19. He has overseen more than 20 SHAs and police run quarantine hotels, ensuring air travellers and vulnerable community members could safely quarantine.

Recognition of Excellence in COVID-19 response

These awards recognise the outstanding contributions in the District during the response to COVID-19.

Highly commended

Dr Timothy Gray and Karen Sherwood – *Canterbury Hospital*

Michael Sullivan and Anne-Louise Allan-Georgas – *Capital Assets Property and Engineering*

Lainie Anderson and Sue McGrady – *COVID-19 Vaccination and Screening Program*

Marilyn Richardson – *Drug Health Services*

Corey Moore – *Marrickville Community Health Centre*

Jane Massa – *Mental Health Services*

Shih Chi Kao – *Population Health*

Arun Parasuraman – *Public Health Unit*

Jacqui Moustakas – *RPA Dialysis Service*

Merryn Sheather, Peter Linnegar, Kirrily Stewart and Erin McSweeney – *Special Health Accommodation*

Haley Bruce – *Strategic Relations and Communications*

Winner

Barbara Luisi – *Director, Diversity Programs and Strategy Hub*

Barbara led to integration of the District's culturally and linguistically diverse workforce in the COVID-19 response. She has demonstrated outstanding agility and responsiveness to meet rapidly changing health care demands.

There was also a Chief Executive Award for Excellence in this category.

Winner

Richard Taggart – *Chief Information Officer*

With Richard at the helm, ICT Services is the digital force driving awareness, uptake, compliance and adoption of COVID-19 testing and vaccinations. The team also delivered business as usual projects to ensure patients continued to receive excellent care.

Chair of the Board's Award for Excellence

This award recognises a team that the Chair of the Board felt has made significant contribution in 2021.

Winner

Sydney Local Health District's COVID-19 Vaccination Program

This award recognises all those involved in the vaccination program from community pop-ups, to outreach to respond to localised outbreaks, vaccination in the District's services and facilities, through to vaccination centres at RPA, Sydney Olympic Park and Sydney Airport.

Chair of the Board's Award for Lifetime Achievement

This award recognises an individual dedicated to providing care through their chosen profession and who has made significant contributions to their field through their work at Sydney Local Health District.

Winner

Rosemary Burke – *Director, Pharmacy and Chief Pharmacy Information Officer*

Rosemary began her career in public health in 1985 and has seen the District's pharmaceutical service through many changes. Prior to COVID-19, Rosemary split her time across Concord, Canterbury and RPA hospitals supporting District pharmaceutical staff. She has played a pivotal role in the development of the District's COVID-19 vaccination program. She is an inspiring leader to the pharmaceutical workforce in the District and other Districts.



Our Environment

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Planning

The Planning Unit makes a significant contribution to the District's strategic direction.

It 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 all planning, including in future urban developments. This includes widely consulting with staff, the community and key stakeholders to improve the environment in which our community lives and works, building a healthy and resilient community.

Significant advances have been made this year including in planning for our major health service redevelopments including;

- Finalising the Canterbury Health Services Clinical Services Statement, the roadmap for the future hospital and community health redevelopments in Canterbury.
- Concord Hospital Stage 2 Clinical Services Planning.
- Capital Investment Planning across the District, including planning for RPA Stage 2, HealthOne facilities and Mental Health developments.
- Planning for the development of the Tech Central innovation precinct in respect of land use activation and placemaking, connectivity planning, connecting to country and supporting District engagement in Tech Central strategies.
- Collaborative planning across agencies in strategic priorities.
- Supporting District corporate and clinical stream planning.
- Urban development planning, consultation and coordination of the District's input to major urban developments and strategies.

Procurement

The Procurement, Contracts and Supply Service oversees all goods and services requests for the District, including market tender activities and state-wide contract implementation for both corporate and clinical products and services.

COVID-19

Procurement, Contracts and Supply continued to support the COVID-19 response through supply logistics leadership in the Emergency Operations Centre, including a supply logistics partnership with OneLink and HealthShare for the NSW Health Vaccination Centre

Goods and Services

During 2021-22, The District processed almost 110,000 requisitions for goods and services, totalling over \$900 million, including COVID-19 related expenses.

Accelerated Savings Program – NSW Health State-wide Contracts

Contract savings of \$4.17 million were achieved for major state-wide health contracts during 2021-22 including for office supplies, waste management and alcohol wipes

Clinician Engagement in Procurement

Clinicians and other subject matter experts participated in the evaluation of state-wide health contracts during 2021-22 that supported improved patient outcomes while optimising value for money.





NSW Health
Sydney Local Health District
C.A.P.E.



Sydney Sustainability Program

Sydney Local Health District has an aspiration to be carbon neutral by 2030.

The Sydney Sustainability Program demonstrates our strong commitment to become an environmentally responsible, sustainable, adaptable and resilient organisation.

While healthcare is central to protecting and improving the health of our community, it also has a responsibility to ensure that the environmental impact of our services are minimised.

Sustainability comes in many forms including energy and water efficiency and reduction, procurement, waste minimisation, recycling and re-use programs, and through the design of our built environments.

Global Green and Healthy Hospitals Network

In 2021, Sydney Local Health District became one of 1450 members in 72 countries to join the Global Green and Healthy Hospitals Network as a sign of our 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 1450 members in 72 countries.

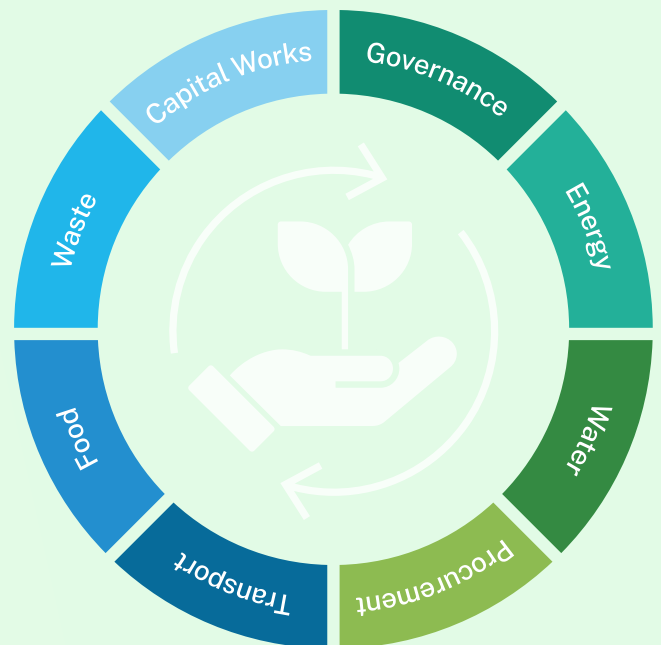
Every member must commit to at least two of the Network's 10 goals which are designed to deliver environmentally sustainable healthcare.

Sustainable future

The District's Sustainability Committee has identified eight key action areas and is collaborating with teams across our facilities and services to introduce sustainability initiatives that reduce our environmental impact and carbon footprint, and further progress our health care services toward a circular economy.

The eight key action areas are Governance, Energy, Water, Procurement, Transport, Food, Waste and Capital Works.

Our current programs include recycling, including aluminum, sterile wrap, batteries, PVC and furniture; sustainable procurement; hybrid vehicles in our fleet; electric vehicle charging points and plant propagation.



Capital Infrastructure & Engineering

COVID-19

Capital Infrastructure and Engineering continued to have an integral role in the COVID-19 pandemic response with multiple ward conversions and relocations, support for safe operations of COVID-19 wards, mobile vaccination and swabbing clinics including, pressure testing, ventilation planning.

Capital Works

The capital works team has been involved in over 40 projects across the district from \$15,000 to \$9.9 million.

Works completed include; *Naamaru* Parent & Baby Unit RPA, Stage Two Renal Services Professor Marie Bashir Centre (Sydney Kidney Centre), RPA Paediatrics, Concord Hospital Palliative Care capital improvement program, RPA Virtual Hospital, RPA Virtual ICU, RPA ICU Isolation Rooms, RPA Sexual Assault Relocation, Concord Hospital Resuscitation Bays, Canterbury Hospital Cultural Garden, Concord Hospital Cultural Lounge, RPA School Relocation, RPA Chaplains Office, Canterbury Hospital Cardio-Pulmonary Gym.

Biomedical Engineering

Biomedical Engineering manages 16,300 clinical assets and performed 13,855 preventative maintenance tasks and completed 3750 corrective repairs.

Engineering Services

Engineering Services manages 14,811 assets. There were 35,819 maintenance work requests, comprising 17,339 corrective work requests and 18,465 preventative maintenance work requests.

Heritage Building Remediation at Royal Prince Alfred Hospital

In conjunction with the Department of Planning and Environment Engineering Services has continued to maintain the heritage buildings and landscape at RPA. Works have continued to progress with the heritage stoneworks on the stone wall at the front of RPA.





Feature:

Our Stories



New era in healthcare for Concord Hospital

Concord Hospital's new clinical services building has officially opened, with the \$341 million redevelopment marking a new era in healthcare for staff, patients and the community in Sydney's inner-west.

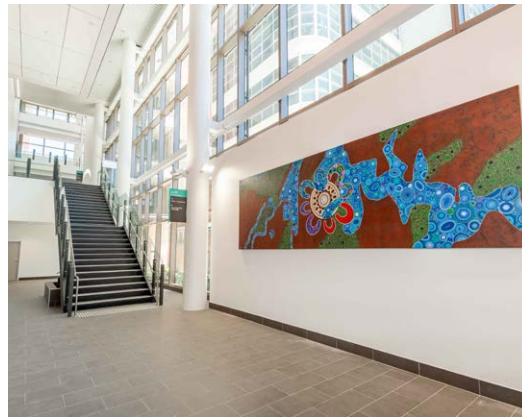
80 years after it first opened its doors to provide care for our community, the eight storey building has 214 patient beds and houses a comprehensive cancer centre, an aged health and rehabilitation centre and The National Centre for Veterans' Healthcare.

The new Comprehensive Cancer Centre provides additional services for cancer patients, and aged care patients will benefit from the new outpatient clinics, rehabilitation gyms and psychogeriatric medicine.

The building is named in honour of veteran and former NSW RSL President Godfrey Eugene "Rusty" Priest. At times a patient at Concord, Rusty was a strong supporter of the hospital and a champion for veterans' health and wellbeing.

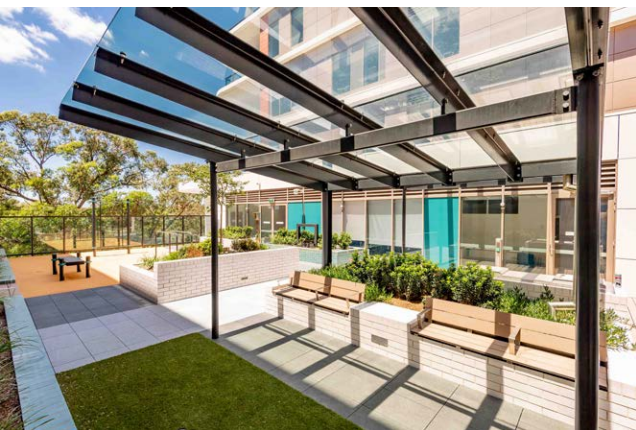
The Rusty Priest Building is a new chapter in Concord Hospital's 80-year history of caring for the community and supporting veterans and their families.

The move to the new building enables clinicians to continue to provide world class healthcare matched by state-of-the-art facilities, with patients to benefit from larger, single-bed rooms and the latest in healthcare technology and equipment.



“This is a dream come true for my clinician colleagues and also for my patients. A heartfelt thank you to everyone who has contributed to the comprehensive cancer centre.”

Clinical Associate Professor Ilona Cunningham,
Clinical Director Cancer Services



Feature:

Our Stories

New \$750 million Royal Prince Alfred Hospital unveiled

The designs for the \$750 million new Royal Prince Alfred (RPA) Hospital have been released, showcasing the biggest transformation in the hospital's 140-year history.

A design competition saw Bates Smart, Neeson Murcutt + Neille announced to work alongside Jacobs, the lead architect for the hospital.

The redevelopment will deliver new state-of-the-art health facilities in a new building as well as an upgrade of existing spaces.



When complete, the RPA Redevelopment will deliver:

- Expanded and enhanced Emergency Department and Intensive Care Units
- State-of-the-art operating theatres
- Expanded and improved adult inpatient accommodation
- Increased interventional and imaging services
- Expanded neonatology services
- Facilities and capabilities for integrated research, education and training
- Additional adult inpatient beds
- Improved public spaces and services including roads, wayfinding and landscaping.

The project is being delivered in partnership with Sydney Local Health District and Health Infrastructure. For more on the redevelopment go to rparedevelopment.health.nsw.gov.au



Construction starts on RPA HealthOne Green Square

The construction of a new health centre RPA HealthOne is underway, bringing the local community another step closer to accessing comprehensive care close to home.

The NSW Health Secretary Elizabeth Koff, Sydney Local Health District Chief Executive Dr Teresa Anderson, and Health Infrastructure's Executive Director, Northern Region Leisa Rathborne were on hand to help turn the first sod to celebrate the project milestone.

They were joined by John Ajaka, the District's Chair of the Board, Central and Eastern Sydney Primary Health Network Chief Executive officer Nathalie Hansen and Professor Joshua Burns, Head of School and Dean of School of Health Sciences at the University of Sydney.

RPA HealthOne will provide health services to support the community's health and wellbeing and integrate specialist services and primary health practitioners in one spot.

It will focus on early intervention, health promotion and prevention including services that would traditionally be provided in a hospital setting at RPA.

"Sydney Local Health District, in partnership with Health Infrastructure, has been working with the community on the plans for RPA HealthOne," Dr Anderson said.

"Our partnerships with community, primary care and education and training institutes will enable this facility to support private practitioners in the surrounding medical and health neighbourhood, to improve patient care services outside of the hospital system."

In partnership with the University of Sydney, the District has formed an Academic Primary Care Unit to collaborate with community and private primary health care practitioners in the area, such as GPs, nurse practitioners, pharmacists and allied health professionals to help turn evidence-based research into practice.

Ms Koff said the start of the works is a major milestone for the community amid the challenges of COVID-19.

"The COVID-19 pandemic has shown our healthcare system is robust yet flexible and highlighted the importance of continuing to deliver services that our community needs, closer to home," she said.

The purpose-built facility will feature eight consultation rooms, six treatment rooms, a range of meeting rooms and a gymnasium for patient therapy, along with parking for cars, bicycles and a drop off area.

Located at 944 Bourke Street, Zetland, close to the Green Square train station, the area is projected to be home to more than 61,000 people by 2031, making it one of the most densely populated neighbourhoods in Australia.



Our Organisation

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Financial Snapshot

In 2021-22 Sydney Local Health District spent \$2.6 billion providing healthcare to the people of NSW and came in on budget.

A total of \$1.42 billion was staff-related expenses and a further \$65 million went towards Visiting Medical Officers (VMOs).

Other operating expenses was \$984 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 \$72 million from patient fees and \$303 million from other revenue sources.

We continue to deliver and manage our health services within our budget in spite of the challenges due to the impact of COVID-19,

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 2022-23 financial year.

Actual expenses	\$	%
Employee Related	\$1,419,327,000	54.6%
Other operating	\$984,387,000	38%
VMOs	\$64,719,000	2.5%
Depreciation	\$77,244,000	3%
Grants and Subsidies	\$32,338,000	1.2%
Third Schedule Hospitals	\$15,033,000	0.6%
Other services	\$536,000	0.1%
Total expense	\$2,593,584,000	100.0%

Actual revenue	\$	%
Patient fees	\$72,470,000	19.3%
Other revenue	\$302,520,000	80.7%
Total revenue	\$374,990,000	100.0%

Source: Sydney Local Health District Annual Financial Statements for the year ended 30 June 2022



Activity Data

Hospital or service	Separations	Same Day	Same date rate	Total bed days	Acute average length of stay (days)	Episode Average Length of Stay (days)	Daily average inpatients*
Balmain Hospital	1210	9	0.7%	29,281	8.25	18.84	80
Benevolent Society of New South Wales – Scarba Services							
Canterbury Hospital	14,396	4096	28.5%	43,186	2.93	2.92	124
Chris O'Brien Lifehouse – public contracted services	2837	986	34.8%	14,258	3.84	3.84	39
Community Health Services							
Concord Hospital	48,929	29,715	60.7%	225,259	3.89	3.91	617
ICON							
Mental Health Services							
Royal Prince Alfred Hospital	73,182	36,652	50.1%	288,688	4.56	3.74	791
RPA Institute of Rheumatology and Orthopaedics	1049	270	25.7%	3257	3.01	2.97	9
RPA Virtual Hospital							
Sydney Dental Hospital							
Thomas Walker Hospital	105	63	60.0%	784	8.42	7.67	2
Tresillian Family Care (Canterbury/Willoughby/Wollstonecraft/Nepean)	4841	149	3.1%	17,166	3.51	3.51	47
District Total	146,549	70,954	48.4%	609,704	4.09	3.83	1709

*Excludes beds in ED and delivery suite.

**Admitted mental health services are captured under Concord and Royal Prince Alfred Hospitals.

Occupancy rate	Acute bed days	Total available beds*	Average available beds*	Non-admitted patient service events (exclude COVID activity)	Non-admitted patient service events (COVID activity)	Emergency Department attendances	Ambulance presentations	Births
98.29%	6567	29,791	82	51,589	6762			
				2572				
66.47%	38,886	64,967	215	84,663	146,397	44,819	6,944	1287
49.51%	14,258			146,058				
				106,874	30,386			
89.01%	135,119	253,069	710	407,838	1,021,161	40,628	11,393	
				1838				
90.99%	236,605	317,288	951	503,620	1,356,502	79,155	21,730	4232
73.34%	3315	4441	15	33,619				
				82,298	93,160			
15.52%		5050	14					
75.42%	20,743	22,657	62	26,441				
87.14%	455,493	747,699	2048	1,447,410	2,654,368	164,602	40,067	5519



Our Board

New Board Members join Sydney Local Health District

In 2021-22 new board members were appointed, joining Board Chair the Hon John Ajaka, Deputy Chair Adjunct Associate Professor Christine Giles and continuing members Associate Professor Mary Haines, John McGee, Ronwyn North, Richard Acheson and Kerry-Anne Hartman.

We welcome Laverne Bellea, Adjunct Professor Karen Crawshaw PSM, Ray Dib, Rob Furolo, Dr Paul Hosie and Dr John Sammut.



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.



Adjunct Associate Professor Christine Giles

Deputy Chair MA BA FAIM MAICD

Adjunct Associate Professor Christine Giles is a non-executive director with more than 20 years' experience as a senior executive in national and international health sectors. This experience encompasses governance, policy, health system and health service planning, research and national cancer control. Christine is recognised for her expertise in public policy and has led significant health policy initiatives enhancing health system governance and priorities, value-based health care and patient care. Christine previously held the position of Executive Director and Head of Policy and Strategy at Cancer Australia, a Commonwealth Government Agency, for more than 10 years. Christine holds the position of Adjunct Associate Professor, Faculty of Medicine, School of Public Health, Sydney University, is an Associate Investigator for the CRE Value Based Cancer Care, UTS, an Independent member of the Audit and Risk Committee, Cancer Australia, and Co-convenor of the Health Expert Working Group on E-health, reporting to the Australian Broadband Advisory Council.



Richard Acheson

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



LaVerne Bellear

Ms Kim (LaVerne) Bellear is a proud *Bundjalung* woman from the North Coast NSW. Her career encompasses over 30 years in health administration in both the public and not for profit sectors. LaVerne is the current Chief Executive Officer of the Aboriginal Medical Service Cooperative Limited (Redfern). LaVerne has held several senior leadership and directorship roles, with a particular focus on Aboriginal Health reform and improvement. LaVerne is a director for Thirrili Ltd; a national provider of Aboriginal and Torres Strait Islander specific suicide postvention support and assistance and is the existing Co-Chair for the Sydney Metropolitan Local Aboriginal Health Partnership — the primary tool for providing advice and expertise on Aboriginal health issues in the Greater Sydney Region. Her involvement in previous appointments have shaped Aboriginal health strategies locally and nationally. LaVerne is a former Director of the National Aboriginal Community Control Health Organisation (NACCHO,) and former Director and A/CEO of the Aboriginal Health and Medical Research Council. LaVerne strongly believes that empowering Aboriginal people will create opportunities to make informed decisions and choices regarding personal management of health care, ultimately resulting in better health outcomes. LaVerne holds a Bachelor of Business has a Professional Certificate in Indigenous Research in Training and Practices and a Graduate Diploma of Public Health, University of NSW.



Adjunct Professor Karen Crawshaw PSM

Adjunct Professor Karen Crawshaw holds Bachelor degrees in Arts and Law, is admitted to the NSW Supreme Court and Australian High Court and holds an unrestricted practising certificate from the NSW Law Society. Karen has held an appointment on the Agency Management Committee of the Australian Health Practitioner Regulatory Agency (AHPRA) with expertise in health business and administration since September 2012. Karen has held various government legal positions, including NSW Health's Director Legal and General Counsel for 17 years. In 2007, Karen was appointed as a Deputy Director-General. In her role as Deputy Secretary, Governance, Workforce and Corporate, Karen had policy responsibility for governance, health professional and other health regulation, legal services, strategic workforce policy, planning and development, workplace relations, business reform including diagnostic and clinical support services, asset management and procurement, strategic communications, ministerial and executive services. Karen now provides advice and consultancy services to government and various health-related organisations. She is appointed as an adjunct professor with the University of Sydney Medical School and assists in teaching the Safety and Quality of Health Care course for the Masters programs in the University's School of Public Health. Karen was awarded the Public Service Medal in the Australian Queens Birthday Honours in 2012 for her significant contributions to the public health sector.



Ray Dib

Ray Dib has over 25 years' Executive and Board level experience in diverse roles across public, commercial, and not for profit sectors. With an Executive MBA, and extensive financial services experience, Ray specialises in organisational leadership, audit, risk management, and governance. His business career includes roles as a Founder, Non-Executive Director, Chairman, and CEO. Ray is a Fellow Member of both the Governance Institute of Australia (FGIA) and the Australian Institute of Company Directors (FAICD). He has grown and exited multiple businesses. He is experienced at managing risk, community stakeholders and financial accountability. Ray is a community and business leader driven by his personal values of making a difference, health, and connection. Having spent years working in professional sport, he understands the value of teamwork, physical and mental health, and the wide-ranging benefits of a society focused on wellness, community connection, and collaboration.



Rob Furolo

Rob Furolo is a capable and respected senior executive with experience in public administration, government, policy development, planning and business. He has worked extensively in the public, private and not-for profit sectors over more than 25 years. Rob currently serves as a senior executive in a Sydney-based construction and development company with responsibility for community engagement, communications and marketing. He is an approved independent expert for Local Planning Panels and has served on panels for a number of Sydney Councils in the past. As a former local government councillor, mayor and member of the NSW Legislative Assembly, Rob has developed a strong insight into community engagement and representation of diverse and disadvantaged communities. He currently also serves on the board of the Riverwood Community Centre – a not-for-profit neighbourhood centre supporting residents of Riverwood. Prior to his current role, Rob founded, and was the principal of, a specialist consulting business focused on increasing the supply of affordable housing.



Adjunct Professor Mary Haines

PhD GAICD

Professor Mary Haines has more than 20 years of senior experience in health across the government, corporate, academic and not-for-profit sectors. Mary has expertise in governance, audit and risk management, strategy, policy, evaluation and research. Mary has been in the Senior Executive Service and currently holds governance roles across NSW Government. Mary is prequalified as a member to serve on NSW Government Audit and Risk Committees by the NSW Department of Finance, Services and Innovation, is a member of the Audit and Risk Committee of the NSW Public Service Commission, and serves on the Research and Education sub-committee to the Board of the NSW Agency for Clinical Innovation and Clinical Excellence Commission. Mary has PhD in Public Health from University College London and was a Fulbright Scholar. Mary's current roles include Senior Adviser at the Sax Institute; Adjunct Professor at the Menzies Centre for Health Policy, University of Sydney; and Director of Mary Haines Consulting Pty Ltd.



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 merits 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.



Dr Paul Hosie

MB BS (Syd), Dip RACOG

Dr Paul Hosie has spent more than 30 years working in direct clinical medicine, and a further four years in immigration medicine as a Medical Officer of the Commonwealth. Based in Northern NSW, Paul was a principal of a rural general practice in Ballina, and a Visiting Medical Officer (VMO) at Ballina Hospital for more than 20 years. In addition to his general practice work, his hospital duties included Accident and Emergency, inpatient care and obstetric care. He was the State Medical Officer and Police Medical Officer for the Ballina district. He was a member of the Rural Doctors Association and the Royal Australian College of General Practitioners (RACGP). He was also a member of a Commonwealth government-appointed committee analysing performance of Australian divisions of the General Practice network. Paul subsequently moved to Sydney and worked as a General Practitioner in Sydney's northern suburbs, and as a VMO at the Mater Hospital, Crows Nest. He is currently a member of the council of the Medical Benevolent Association of NSW/ACT.



John McGee

B.Ec., LIB

Mr 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 also a qualified solicitor having practised for a few years in Sydney and London. He is a current director of the federal government's Climate Change Authority and recently served on the board of Airservices Australia for four years. John has also served on other boards as a non-executive director. He was Deputy Chair and Chair of the Audit and Compliance Committee of the Private Health Insurance Administrative Council (PHIAC), the regulator of all private health insurers. He served on that board for nine years. Other non-executive board roles have included Westpac Funds Management (where he was Chair of the Audit and Compliance Committee), Delhi Petroleum, and companies in the mortgage and pharmaceutical industries. In his executive roles, John has also been a director of many subsidiaries and held responsible manager status on various ASIC and APRA licences. He was also Head of Funds Management, and later Chief Financial Officer, of a listed life insurer.



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. Ronwyn 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).



Dr John Sammut

MBBS (Hons 1 Syd) FACEM

John has been an employee of the District (and its prior entities) for over 25 years. He has been a senior Staff Specialist in Emergency Medicine for over 20 years, the Director of Grevillea (ICU) for 21 years and the Executive Clinical Director at Canterbury Hospital since the creation of the role in 2009. He is the District Advisor on Emergency Medicine. John was a medical student of Concord Hospital, worked at RPA as a training registrar and later at Concord Hospital as part of his specialist appointments. He was employed by the Clinical Excellence Commission as a senior consultant advisor in Emergency Medicine and worked on the Sepsis Kills program, the rollout of the Between the Flags Program and as a member of the Statewide Root Cause Analysis Committee. He was also responsible for rolling out the SIBR Bedside Rounding Program. He is the current President of the NSW Medical Council after having spent 9 years in various roles for the Council including Chair of the Conduct and Chair of the Performance Committees.

Our Executive Team

District Executive

Chief Executive

Dr Teresa Anderson AM

Executive Director Operations

Dr Genevieve Wallace

Executive Director Clinical Governance, Risk and Medical Services

Dr Andrew Hallahan

Executive Director Clinical Services Integration and Population Health

Lou-Anne Blunden

Executive Director Finance

Puneet Datta

Executive Director Nursing and Midwifery Services

Ivanka Komusanac

Executive Director Workforce and Corporate Operations

Gina Finocchiaro

Executive Director Capital Infrastructure and Engineering

Jon Gowdy

Executive Director Sydney Innovation Precinct for Health Education and Research & Sydney Research

Adjunct Associate Professor
Vicki Taylor

Chief Information Officer

Richard Taggart

Director Aboriginal Health

George Long

Director Allied Health and Chief Allied Health Information Officer

Sarah Witney

Acting Chief of Staff

Hannah Storey

Director Clinical Governance

Sharon Campbell

Acting Director Communication

Sara Everingham

Director Internal Audit

Fleur Harriton

Acting Director Media

David Meadows

Director Partnerships

John O'Grady

Acting Director Performance Monitoring Systems Improvement and Innovation

Lorraine Ho

Director Pharmacy and Chief Pharmacy Information Officer

Rosemary Burke

Director Planning

Pam Garrett

Director Strategic Health Sourcing

Maria Kokkinakos

Director Strategic Relations

Corryn McKay

Director Centre for Education and Workforce Development (CEWD)

Lesley Innes

Director Surgical Program and Academia

Dr Kate McBride

General Managers

Acting General Manager

Balmain Hospital

Greg Nolan

General Manager Canterbury Hospital

Michael Morris

Acting General Manager Concord Hospital

Joseph Jewitt

General Manager Royal Prince Alfred Hospital

Kiel Harvey

General Manager RPA Virtual Hospital

Miranda Shaw

Acting General Manager Mental Health Services

Jay Jiang

Sydney Dental Hospital and Oral Health Services

Jason Cheng

General Manager Community Health

Dianna Jagers

General Manager Community Health Centres – Croydon, Marrickville, Redfern, RPA HealthOne

Madeleine Kitchener

General Manager Drug Health

Judy Pearson

General Manager Population Health

Renee Moreton

General Manager Public Health

Dr George Johnson

Clinical Streams

Aged Health, Rehabilitation and Chronic Care

Clinical Director
Clinical Associate Professor
John Cullen

Deputy Clinical Director
Professor Ian Caterson

Clinical Manager
Debra Donnelly

Operations Manager
Julie-Ann O'Keefe

Anaesthetics and Pain

Clinical Director
Dr Michael Paleologos

Operations Manager
Cindy Wong

Cancer Services and Palliative Care

Clinical Director
Clinical Associate Professor
Ilona Cunningham

Deputy Clinical Director
Associate Professor
Ghuri Aggarwal

Acting Clinical Manager
Sarah O'Shannassy

Cardiovascular

Clinical Director
Professor Len Kritharides

**Deputy Clinical Director
Cardiovascular**
Dr Tristan Yan

Operations Manager
Karla Fedel

Drug Health

Clinical Director
Professor Paul Haber

Gastroenterology and Liver

Clinical Director
Professor Geoff McCaughan

Acting Clinical Manager
Skye Cooke

Medical Imaging Services

Clinical Director
Professor Michael Fulham

Director Operations
Reuben Haupt

Mental Health Services

Clinical Director
Dr Andrew McDonald

Neurosciences, Bone and Joint, and Trauma

Clinical Director
Associate Professor
Roger Garsia

Deputy Clinical Director
Dr Mark Horsley

Clinical Manager
Jeremiah O'Sullivan

Oral Health and Sydney Dental Hospital

Clinical Director
Professor Sameer Bhole

Public Health

Acting Clinical Director
Dr Andrew Penman

Renal Medicine and Urology

Clinical Director
Professor Steve Chadban

Operations Manager
Camilla Cameron

Respiratory Medicine and Critical Care

Clinical Director
Professor Paul Torzillo AM

Acting Clinical Manager
Skye Cooke

RPA Virtual Hospital

Clinical Director
Dr Owen Hutchings

Women's Health, Neonatology and Paediatrics

Clinical Director
Professor Jonathan Carter

Operations Manager
Louise Treloar

Other Clinical Directorates

Director Research
Professor Warwick Britton AO

Chief Medical Wellness Officer
Dr Bethan Richards

Program Director of Surgery
Dr Martin McGee Collett

Program Director of Surgical Strategy and Academia
Professor Michael Solomon

10 year celebration

OF THE ESTABLISHMENT OF SYDNEY LOCAL HEALTH DISTRICT

Sydney Local Health District is today celebrating 10 years since its formation, with health care, and how it's delivered, being transformed to cater for the changing needs of the community.

"I'm proud to lead a District of more than 16,000 people – doctors, nurses, midwives, allied health workers, researchers, administration and support staff – who are dedicated to caring for our patients, their families and the community," Dr Teresa Anderson, the District's Chief Executive, said.

"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 play an important role in our community," she said.

The District was established on 1 July 2011 as part of national health reform, with NSW the first state in Australia to implement locally-managed health districts.

The District is home to more than 700,000 people and every day more than one million people come into the District to visit, study and work.

On a typical day across the District there will be:

- 120 ambulances arriving at our hospitals.
- 461 people seeking treatment at our Emergency Departments.
- 458 new people being admitted as an in-patient at one of our hospitals.
- 1739 people occupying a hospital bed of whom 789 are over 65 years old.
- 115 separate procedures performed.
- 2303 people attending an outpatient service (excluding COVID-19 related services).



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.

During the past 10 years, the District has invested \$1.5 million in the ideas of staff through the innovation challenge The Pitch, and shared ideas and new models of care via the annual Innovation and Research Symposium.

The District has strengthened its ties with its culturally and socially diverse community through collaboration, to deliver accessible, inclusive, culturally-appropriate and holistic health care services.

The District has a valuable partnership with the Aboriginal Medical Service Redfern and Metropolitan Local Aboriginal Land Council and is committed to improving health outcomes for the Aboriginal and Torres Strait Islander peoples who live in our District.

The District has longstanding relationships with multicultural leaders and works closely with them to effectively support the health and wellbeing of the culturally and linguistically diverse community.

The District has joined with other government agencies and non-government organisations to support those who are most vulnerable in the community – including the homeless, the elderly and people living with a disability.

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

The District has been at the forefront of the state's response to COVID-19, with staff working at testing clinics, surveillance sites, Special Health Accommodation and now, vaccination centre staff at Sydney Olympic Park, RPA and Sydney Airport have administered more than 350,000 vaccines.

The District has 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 its growing community.

“All of our achievements are a testament to the hard work, commitment and resilience of our staff. I look forward to being able to celebrate our 10 year milestone with staff in the future and, in the meantime, to continuing our work together to deliver high-quality patient and family-centred health care for our community,” Dr Anderson said.

Feature:

Our Stories



District achieves carer-friendly Australian first

Sydney Local Health District's support for carers in the workplace has been recognised, with the District becoming the first employer in Australia to achieve level two accreditation as a carer-friendly organisation.

The District reached the accreditation milestone this month after demonstrating it has progressive and embedded practices in place to support staff carers, under the Carers + Employers Program run by Carers NSW.

The Carers + Employers Program is the first initiative in Australia to formally accredit carer-friendly employers.

It's estimated about 12 per cent of the District's 16,000 member workforce balance their roles at work with carer responsibilities at home.

A carer is anyone who provides informal support or care to a family member or friend with a disability, mental illness, drug and/or alcohol dependency, chronic condition or is frail and aged.

Midwifery clinic provides care close to home

Hayley Leonard is a first time mum to baby Carter.

"He's very boisterous. He's rolling and sitting up and eating solids. He keeps me on my toes," she said.

Hayley is one of 272 women who have been provided maternity care and support at the midwifery clinic at Concord Hospital that opened its doors 12 months ago.

In that time, 161 babies have been born under the care of midwives at the clinic.

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

The Clinic's six midwives support women during pregnancy, childbirth and provide care for the family in the first weeks after the birth of their baby.





Nurses recognised for their commitment to high-quality patient care

On International Nurses Day, Sydney Local Health District wishes to thank all its nurses for their hard work and commitment to providing exceptional care for patients, their families and the community.

This year's theme is Nurses: A Voice to Lead – Invest in nursing and respect rights to secure global health. It focuses on the need to protect, support and invest in the nursing profession to strengthen health care systems around the world.

“Nurses in our District make a major contribution to the strength of the NSW health care system,

which has been particularly evident during our response to the COVID-19 pandemic,” Ivanka Komusanac, the District's Executive Director of Nursing and Midwifery said.

“It has been challenging at times. I'd like to acknowledge the dedication and resilience nurses have shown, continuing to deliver high-quality care to patients, their families and the community.”

Celebrations were held across the District's hospitals and services to mark the special day.

Feature:

Our Stories

District shows its appreciation for Environmental Services staff

Environmental Services staff are the backbone of patient and family centred care in Sydney Local Health District.

Today is International Cleaners Day, which is an opportunity to recognise and show appreciation for all of the Environmental Services staff who work in hospitals, services and facilities across the District.

There are more than 430-strong Environmental Services team members across the District who provide a clean and comfortable experience for patients, their families, staff and visitors.

Happy First Birthday CAPS!

The Canterbury Antenatal and Postnatal Service, or CAPS, provides families with care by the same midwife during pregnancy and two weeks post birth, either at home, hospital or in community clinics.

Over the past 12-months, the CAPS team at Canterbury Hospital has grown from two midwives to six with Alison Byrne, Carla La Motta, Karen Dawson, Louise Timbs, Mel de Ferranti and Sarah Anderson providing care and support to 236 Canterbury families.

“We’ve provided more than 2500 occasions of service. We’re passionate about the continuity of antenatal care and delivering two weeks of postnatal support to parents,” says Mel de Ferranti.

“We’ve had families having their second baby return to CAPS for care, because of the positive experience they’ve had,” Mel says.



World Pharmacy Day

Where would we be without these amazing people?

This year, our pharmacy team has demonstrated its adaptability, resilience and innovation, becoming a linchpin in our vaccination program.

They have reconstituted about 215,000 vials of COVID-19 vaccine and drawn the contents into more than 1.5 million syringes.

Ahead of the vaccine rollout, they developed procedures for complex cold chain vaccine storage including the use of ultra-cold temperature freezers.

Cold chain procedures help us safely provide vaccines in every corner of our District, from community halls to churches, mosques and libraries.

The team also created a staff training program for vaccine preparation and, in collaboration with our biomedical engineering staff, designed special vial and syringe carriers.

In partnership with ICT, the team implemented a closed loop medication system, meaning every step of the vaccination process can be tracked - believed to be an Australian first.

Thanks, everyone. Your work has saved many lives and is helping our community reunite for a brighter future.



March Arts 2022 – Festival celebrates art in healthcare

Aboriginal artist Lee Hampton's latest work is all about connection.

"The inspiration behind the artworks was to represent Concord Hospital and its services," he said.

The painting – which Lee describes as urban Aboriginal art – depicts an aerial view of Concord and surrounding suburbs, showing the reach of the hospital and the services' links with the community.

"They are actually spread out because you have a lot of out-[patient] services where you're going into homes for patients. It's going out into the community," Lee, whose Aboriginal heritage can be traced to three clans – *Wodi Wodi*, *Worimi* and *Yuin* said.

The painting is one of three artworks Sydney Local Health District commissioned him to create for the new Clinical Services Building at the hospital.

The building will also feature a mural hand painted by Rachel Stone and major works by Alesandro Ljubicic and Tim Maguire.

Maguire's floral artwork will include a remembrance poppy, painted on aluminium, and will be the centrepiece of the new main concourse area.

For many, the District's annual celebration of arts in healthcare, March Arts, will provide the first opportunity to view them.

"The Arts make a powerful contribution to the health and wellbeing of our patients, their families, our staff and the community. March Arts highlights the benefits of integrating the arts into the design and delivery of our services, facilities and hospitals," Dr Teresa Anderson, the District's Chief Executive said.

Feature:

Our Stories

RPA Virtual Hospital marks milestone

Virtual care plays key role in District's COVID response.

Australia's first virtual hospital, **rpavirtual**, has now provided care for more than 36,000 patients, as it marks two years at the forefront of the response to the COVID-19 pandemic in NSW.

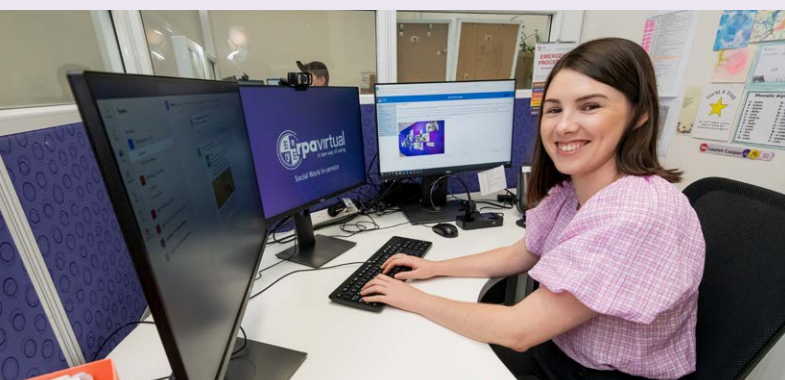
"**rpavirtual** plays an important leadership role. It's a "lighthouse" service, guiding other local health districts and interstate health services about delivering hospital level care in the community," Dr Teresa Anderson, Sydney Local Health District's Chief Executive, said.

Launched in February 2020, a 24-hour Virtual Care Centre and the Sydney District Nursing service are key to **rpavirtual**'s operations, with its model of care combining the latest in digital healthcare strategies and technology.

The purpose-built Virtual Care Centre is equipped with 'Care Pods' that include videoconferencing technology and the ability to remotely monitor patients with wearables.

The team at the Virtual Care Centre has grown from an initial six Registered Nurses to more than 70 staff including doctors, a multidisciplinary allied health team, a Digital Patient Navigator; and a new Aboriginal Cultural Response Team.

Patient feedback has been positive with 88 per cent of patients reporting they felt confident at home knowing they were being supported virtually.



Shih-Chi Kao's team aims to empower the LGBTIQ+ community

Launched by the NSW Health Minister Brad Hazzard, the NSW LGBTIQ+ Health Strategy 2022 – 2027 is a comprehensive plan to understand and address the health and wellbeing needs of the state's LGBTIQ+ population.

This includes the health, wellbeing and safety of the District's staff who are LGBTIQ+.

The strategy focuses delivering high quality, safe, inclusive and responsive care; responding to the health needs of transgender and gender diverse people; responding to the health needs of intersex people; and capturing data on sexuality, gender and intersex variations.

The District is committed to delivering these key priorities.

As home to one of Australia's biggest LGBTIQ+ communities, the District is dedicated to ensuring that all people, regardless of their sexuality or gender identity, feel accepted, welcomed and valued.

"We partner with our LGBTIQ+ community to enhance their health and wellbeing. Our vision is to deliver equitable healthcare services that are responsive to their needs," Dr Kao, the Director of Priority Population Programs at Sydney Local Health District, said.

District joins world-leading cardiac arrest treatment trial

More than 20,000 Australians suffer a cardiac arrest outside of hospital every year – but only one in 10 survive.

Now, RPA and Concord hospitals are part of a world-leading randomised control trial with NSW Ambulance to find the very best way to treat cardiac arrest patients and ensure their survival.

The EVIDENCE trial, which started in July and continues for two years, involves more than 1300 paramedics and 15 hospitals across Sydney and Wollongong.

It tests various methods of mechanical CPR such as the Lucas device which automatically delivers chest compressions and ECMO (extracorporeal membrane oxygenation), a heart/lung bypass machine which gives the patient's heart a chance to rest while clinicians diagnose and treat the cardiac arrest.

About 400 Lucas devices are currently in ambulances across the state.

“The trial is currently the largest of its kind in the world being undertaken in terms of geography, paramedics and hospital numbers involved,” Dr Mark Dennis, an RPA cardiologist and chief trial investigator, said.

“Early recognition of cardiac arrests, effective bystander CPR which ensures good blood flow to the brain and heart, defibrillation and more advanced medical interventions are critical in improving survival rates.

“Recent overseas studies, in smaller cities and involving only one hospital, have shown that bundles of out-of-hospital cardiac arrest care, including early recognition, early transfer, mechanical CPR during extrication and transport and coronary angiography and ECMO are beneficial in selected patients,” Dr Dennis said.

RPA is a leading site in NSW for ECMO, sharing statewide ECMO retrieval team duties with St Vincent's Hospital.

This week, RPA and NSW Ambulance clinicians ran a simulation exercise in Camperdown where a “patient” (a mannequin) suffering a cardiac arrest was placed on a Lucas device on scene by intensive care paramedics and taken to RPA's Emergency Department where ICU and ED staff put them on ECMO, within minutes of arrival.

“Time is a critical aspect of cardiac arrest management. Carefully selected patients must be placed on ECMO in under 60 minutes from the time of the arrest for a meaningful outcome,” Dr Dennis said.



Feature:

Our Stories

District marks World AIDS Day as booklet about living with HIV recognised

A multilingual HIV information booklet developed by Sydney Local Health District has been recognised as a finalist in the 2021 Multicultural Health Communication Awards, as the world marks 40 years since the start of the AIDS epidemic.

The state-wide Multicultural HIV and Hepatitis Service, hosted by the District, partnered with the community to develop the booklet, called HIV – What you need to know. It focuses on HIV prevention, testing, and treatment as well as addressing stigma and improving access to health services.

“Advances in treatments and prevention mean that people with HIV on effective treatments can enjoy long and healthy lives, have virtually no risk of passing on HIV to others and can have children without HIV,” Barbara Luisi, the District’s Director of the Diversity Programs and Strategy Hub, said.

The Multicultural HIV and Hepatitis Service works with people living with HIV from diverse

communities, many of whom report feeling isolated and stigmatised within the general community.

“In response to the concerns of our community, we developed this booklet in partnership with them. Insights and feedback from community consultations, focus group testing and peer-review played a critical role in taking a culturally appropriate approach to a sensitive topic,” Ms Luisi said.

The booklet is available in eight languages – English, Arabic, Chinese, Indonesian, Portuguese, Spanish, Thai and Vietnamese.

So far, more than 6,500 hard copies have been distributed state-wide through healthcare services, NGOs and community based organisations. Digital copies can be downloaded from the Multicultural HIV and Hepatitis Service.



Scholarship named in honour of Sami Azmol

Sydney Local Health District, and the family of popular RPA accountant, Sami Azmol, have launched an annual scholarship in his honour.

Sami died unexpectedly on 6 December last year, devastating the District’s finance team, and the wider RPA and District family. He’d worked for the District for four years.

The Sami Azmol Scholarship, funded by the District, will provide \$10,000 annually to support future finance leaders to fulfil their career goals.

RPA psychiatrist spearheads support network for newly arrived refugees

Dr Tanya Dus isn't getting much sleep.

A psychiatrist by day at RPA hospital, she spends her nights communicating with family in Ukraine, and scrolling through local news sites filled with reports of torture and rape.

"Sometimes, I have to stop reading because it makes me viscerally upset," Dr Dus said.

She was born in Australia, but has close family in Kyiv. Recently, she lost contact with them for weeks as they hid in a friend's cellar. After returning home, their neighbouring village was hit by a missile.

In a bid to help, Dr Dus has teamed up with clinical colleagues to provide an informal support network for newly arrived refugees.

Many refugees are now being moved to humanitarian visas, giving them access to

Medicare, but it is taking time, so her network includes general practitioners, psychologists, dentists and others who are donating their services.

At RPA, she has worked with Director of Psychiatry Dr Viktoria Sundakov to ensure Ukrainian and Russian patients are admitted under native speakers to make it easier for them talk about their experiences.

And, she has been providing staff with cultural training.

"Ukrainians are stoic people. They are unlikely to ask for help, and would not usually admit to having depression or anxiety. They are also deeply suspicious of government, due to past oppressive regimes," she said.

Pitch winner to enhance support for CALD families

RPA's Newborn Care team is set to create in-language educational videos to better support culturally and linguistically diverse (CALD) families to care for their babies, after winning the latest round of The Pitch – Sydney Local Health District's staff innovation challenge.

The team won \$30,000 to develop the videos – about interacting, playing and settling a baby; feeding, growth and development milestones; jaundice and phototherapy; and self-care for parents – in five languages, Arabic, Bengali, Chinese, Nepali and Vietnamese.

"We'll be able to give families the skills they need so they have a better understanding of their infants in the Neonatal Intensive Care Unit (NICU) and when they take their babies home," Bonnie Fonti, a Clinical Nurse Specialist at RPA Newborn Care, said.

Every year, about 1000 babies are admitted to RPA Newborn Care, the hospital's specialist neonatal unit equipped to care for babies born prematurely, or full-term babies requiring intensive care, about 450 of these families are from Culturally and Linguistically Diverse backgrounds.

Feature:

Our Stories

Countdown to the classroom: Strategies help families return to school after home-schooling

With students set to return to the classroom as COVID-19 restrictions ease, one of Sydney Local Health District's child health experts, Clinical Neuropsychologist Dr Amelia Lewis, has created a toolkit for parents to make the transition back to school as smooth as possible.

"For the past three months and more broadly, the past two years, parents have been doing it really tough. Remote learning brought us some unique opportunities, but mainly some unique challenges.

"I'm here to tell parents, you've got this. Parents have faced enormous stress and pressure during this pandemic and there's certainly no one-size-fits-all approach," Dr Lewis said.

Dr Lewis recommends parents hear and validate any worries children may have, acknowledge there are some things children can't control and provide reassurance as much as possible.

Backed by psychological science, some practical tips and strategies will help make the transition to on-site learning for your child as smooth as possible:

1. Be positive
2. Re-establish routines
3. Be prepared
4. Provide support
5. Make time for family
6. Support teenagers
7. Take care of your own wellbeing



New Child and Family Health Clinic opens in Zetland

A new Child and Family Health Clinic has opened in Zetland, to cater for the growing number of families who live in the area.

"It's very accessible. Our new clinic is perfectly located for families in this area around Green Square, [and] parts of Rosebery and Waterloo. It's in the middle of a park, which is perfect for families," Jeanette King, Nurse Unit Manager for Camperdown Child and Family Health Nursing, said.



Young people advocate for health and wellbeing

Jessie Waratah has a message to share with young people.

“Don’t let fear stop you from seeking help when you need it most,” she said.

Jessie 23, a proud Gamilaraay and Warlpiri woman, is an artist who works with indigenous students to create school murals and installations that reflect their heritage.

She is also a member of YOUTHfrontline – a team who collaborates with Sydney Local Health District’s Youth Health Service, Youthblock.

The team’s valuable insights help to shape Youthblock’s practices and service delivery, and the provision of safe and accessible spaces for young people across the District.

Youthblock is a free, multidisciplinary service for marginalised and at-risk young people aged 12 to 25 and who are living, working or studying in the District.

Its team is made up of nurses, counsellors, health promotion staff and a medical officer who provide a

holistic approach to young people’s physical and psychosocial health and wellbeing.

Jessie first learnt about Youthblock when she faced health challenges in high school.

“I was wrestling with my identity and place in the world. It felt like there was a crushing weight on me. I felt so alone. I was struggling with anxiety and an eating disorder at the time.

“I didn’t want to be a burden on my parents or make them sad. But, eventually I realised I needed to talk with someone so I asked my Mum for help. Our GP told us about Youthblock,” Jessie said.

Youthblock ensured Jessie received the care and support she needed. She still sees a Youthblock counsellor today.

“My counsellor has changed my entire life. She has helped to keep me grounded in the eye of a storm, instead of being swept away in it,” Jessie said.

Jessie later joined YOUTHfrontline to advocate for young peoples’ health and wellbeing.

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

Fundraising and Partnerships
Level 11
King George V Building
Missenden Road
Camperdown NSW 2050
T 02 9515 9600
slhd.health.nsw.gov.au/donations-support

Public Hospitals

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

Canterbury Hospital
575 Canterbury Road
Campsie NSW 2194
T 02 9153 2000
Fax 02 9153 2766

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
slhd.nsw.gov.au/rpavirtual

RPA Virtual Hospital Community Nursing Services

Canterbury Community Health Centre
T 02 9787 0600

Concord Hospital
T 9767 6199

Croydon Health Centre
T 9378 1100

Marrickville Health Centre
T 9562 0500

Redfern Health Centre
T 9395 0444

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

NSW Health Pathology
Missenden Road
Camperdown NSW 2050
T 02 9515 8279
Fax 02 9515 7931

Community Health Centres

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

Community Health Services

Community Health Services Head Office
Level 1, 300 Bridge Road
Forest Lodge NSW 2037
T 02 9515 9558
Child Health Information Link (CHIL)
Contact Centre
T 02 9562 5400
slhd.nsw.gov.au/chil

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

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

Canterbury Community Health Centre
Corner Thorncraft Parade and Canterbury Road
Campsie NSW 2194
T 02 9787 0600
Fax 02 9787 0700
(Community Team)
Fax 02 9787 0896
(Mental Health Team)

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

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

Community Child and Family Health Centres

**Alexandria Park
Community Centre**
Cnr Park Road and
Power Avenue
Alexandria NSW 2015
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

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

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

Glebe/Ultimo
160 St Johns Road
Glebe 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

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

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

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

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