

Year in Review 2022-23

Excellence in health and healthcare for all

Published: December 2023



Sydney, it's *your* local health district

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

The Year in Review 2022-23 can be read together with the NSW Health Statutory Annual Report 2022-23 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:
Nurses Sydney WorldPride Celebrations
Concord Hospital

Sydney Local Health District Head Office

Street address:
Level 11, King George V Building
Missenden Road
Camperdown NSW 2050

Postal address:
Post Office Box M30
Missenden Road NSW 2050

Phone: 02 9515 9600
Fax: 02 9515 9610

Sydney Local Health District Head Office:
SLHD-ESU@health.nsw.gov.au

Sydney Local Health District Board:
SLHD-Board@health.nsw.gov.au

slhd.health.nsw.gov.au

Stay Connected

Facebook:
[@SydneyLHD](https://www.facebook.com/SydneyLHD)

Instagram:
[@Sydneylocalhealthdistrict](https://www.instagram.com/Sydneylocalhealthdistrict)

X, YouTube and Vimeo:
[@SydneyLHD](https://www.youtube.com/@SydneyLHD)

LinkedIn:
[linkedin.com/company/sydney-local-health-district](https://www.linkedin.com/company/sydney-local-health-district)

News, Stories and Media:
slhd.health.nsw.gov.au/sydneyconnect

Contents

Acknowledgement of Country	4
Our District	6
Our Facilities	20
Our Services	40
Clinical Streams	66
Research & Innovation	88
Our Education	104
Our Staff	108
Our Environment	118
Our Organisation	126



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



Chair of the Board
The Hon John Ajaka



Chief Executive
Dr Teresa Anderson AM

This year, Sydney Local Health District's culture of discovery has driven incredible advances in practice, research and new models of care for our patients and their loved ones. I'm incredibly proud of the way our staff and services have emerged from the intensive pandemic response period to innovate services and apply learnings, to care for our communities.

We have cared for 1.5 million people in our outpatient services, and a further 81,900 patients were treated with COVID-19. Almost 176,500 people attended our Emergency Departments, with 43,650 arriving by ambulance. There were over 163,460 admissions and discharges at our hospitals and almost 43,160 operations were performed in our hospitals and through collaborative care arrangements. Close to 5000 babies were born at RPA and Canterbury Hospitals.

Our services in our communities have continued to deliver excellent care close to people's homes, working in partnership with community to keep people healthy. Our Community Health Services delivered care to 37,615 clients in service locations across the District with care delivered in 3056 homes. Children received care on almost 63,658 occasions from our community health staff.

We refreshed our inclusion statement and showcased our commitment to equity and diversity, turning the District rainbow during Sydney WorldPride.

A significant focus for the District is our 13,000 strong workforce, more than 70 per cent are women. This year we launched our new Workforce Strategic Plan and commenced our new service

recognition program, acknowledging the contribution of more than 6000 staff who have served NSW Health for 10 years or more in the first year of the program.

We have continued to focus on supporting our staff in the workplace with important health and wellbeing programs. Our MDOK program will be known as My District Ok following an extension of the successful program to include support for all staff.

Our District achieved the highest results in NSW Health across every theme in the People Matter Employee Survey highlighting culture and engagement.

Innovation and opportunities to collaborate are important in our District and we have a range of plans, programs and events to support this. This year, we began consultation for our new District Strategic Plan. We also refreshed our Pitch Innovation series, which has invested more than \$1.7 million in the ideas of our staff since it began in 2014. Our Sydney Innovation Week brought our staff, community and partners together to showcase innovation in our District, connect and collaborate with colleagues and foster new ideas to improve healthcare for our communities.

I'd like to thank everyone who supports our work to make a difference for our community. Sydney Local Health District is *Ngurang Dali Mana Burudi*, 'A place to get better'.

Chair of the Board
The Hon John Ajaka

Chief Executive
Dr Teresa Anderson AM



Feature:

Partnering for patients. A spotlight on our partnership with Far West Local Health District.

We value the strong partnerships we have with other Local Health Districts and pillars across the State, and with NSW Health.



Over the past two years we have continued to grow our special partnership with Far West Local Health District – linking services in Sydney to services in some of the State's most regional towns.

Our innovative Virtual Intensive Care Unit vICU between RPA ICU, RPA Virtual and Broken Hill, celebrated a 12 month milestone this year, supporting patients to be cared for on Country and closer to home. We've enhanced RPA Virtual Hospital models in collaboration with Far West to include the Virtual Fracture Clinic, Virtual Midwifery Care and Virtual Nurse Assist.

Chief Executive Dr Teresa Anderson said one of the most exciting collaborations is our staff exchange program. Staff from RPA and Sydney Dental Hospital have worked on secondment in Broken Hill Hospital and Broken Hill Dental Clinic.

"It has been such a positive way for staff from Sydney to be able to support colleagues in remote areas, while enhancing their own skills and learning more about these wonderful places," she said.



2022-23 Highlights and achievements

Officially opened the Radiation Oncology Unit and \$6 million PET CT in the new Concord Hospital Cancer Centre; completed and commissioned the \$1.2 million refurbishment of the new Five East Medical and Surgical Short Stay Unit, Concord Hospital.

6 million

Launched the STRONG Program (Strength Training, Rehabilitation and Outreach Needs in Geriatric Medicine), Concord Hospital.

Completed the new staff car park, the first phase of the \$32 million multi-storey car park project for staff, patients and visitors at Concord Hospital.

32 million

Celebrated the 140 year anniversary of Royal Prince Alfred Hospital, as designs were released for the \$940 million redevelopment, the largest transformation in the Hospital's history.

140 years

Celebrated 15 years of the Concord Centre for Mental Health, 10 years of the Living Well Living Longer integrated care program and the first anniversary of Naamuru, Parent and Baby Unit.

Launched the SBA Innovation Hub which is the first significant milestone of the \$650 million Sydney Biomedical Accelerator Research Complex, a partnership between Sydney Local Health District, NSW Government and the University of Sydney.

650 million

Developed Aboriginal cultural lounges at Concord, Canterbury and Sydney Dental Hospitals.

Launched the Jarjums Connections Project, to promote movement, mindfulness and Aboriginal culture to children, families and educators.

Launched a dedicated Education Centre at Canterbury Hospital, while planning continues for the \$350 million redevelopment.

350 million

Officially opened RPA HealthOne Green Square, a first of a kind health centre designed to improve people's access to healthcare services.

Performed 1000 cases of pelvic exenteration surgery at Royal Prince Alfred Hospital, which is recognised as the first hospital in the world to do so.

1000

Enhanced RPA Virtual Hospital models in collaboration with Far West Local Health District to include the Virtual Fracture Clinic, Virtual Midwifery Care and Virtual Nurse Assist, following the launch of the Virtual Intensive Care Unit.

Marked 30 years since the establishment of the POZHET Service for heterosexual people living with HIV/AIDS.

30 years

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 around 13,000 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 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.

By 2036 the population is expected to increase to 819,540.

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 one 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. Approximately 46 per cent of the District's population speak a language other than English at home, including significant numbers of refugees, asylum seekers and special humanitarian entrants.

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

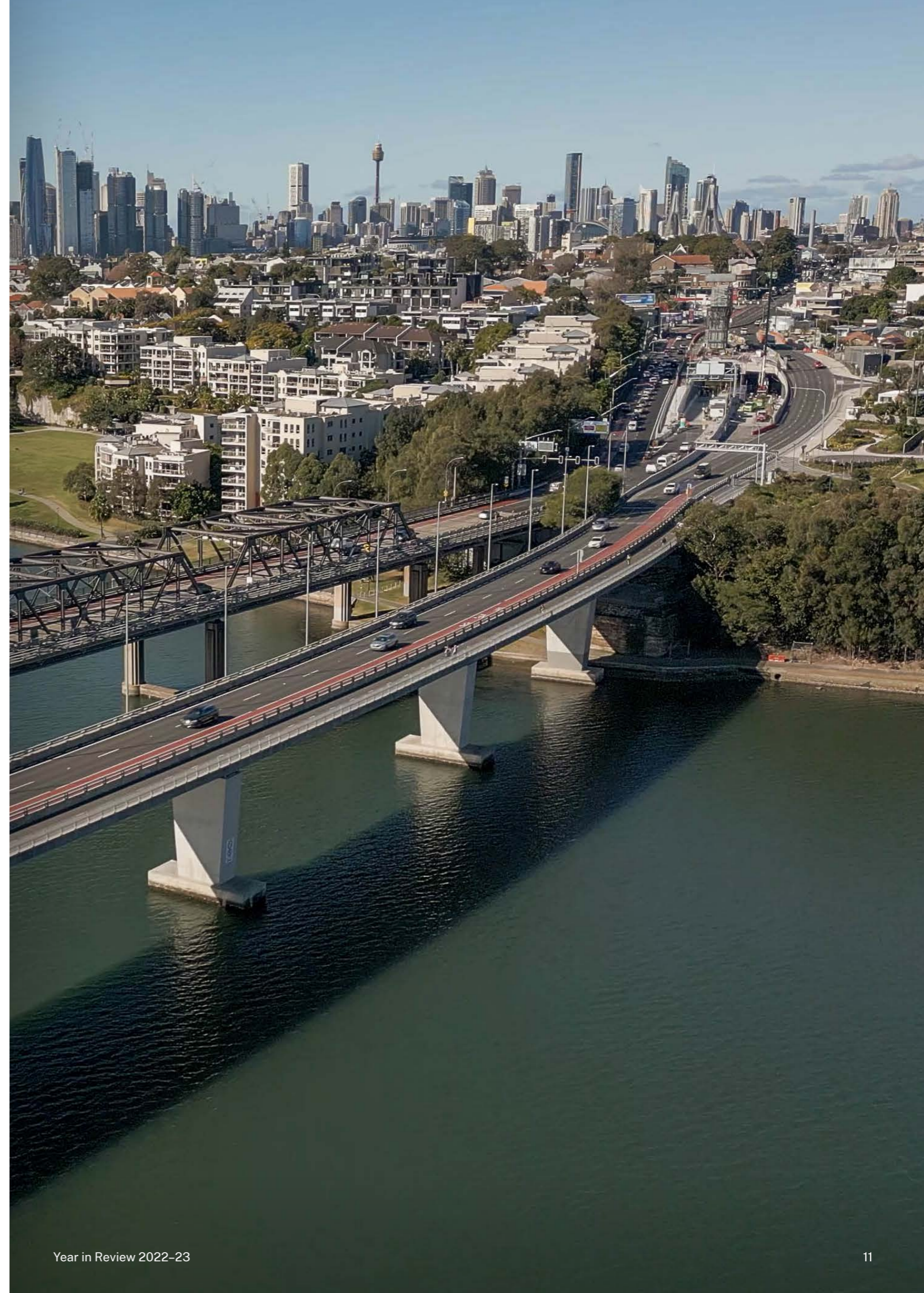
A feature of the District's social diversity is our proud lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) community. A number of our suburbs have the highest proportions of same-sex couples in Australia.

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 and the largest number of people living in boarding houses of any Local Health District in NSW.

The population aged 70 years and over is 9.5 per cent and it is expected to increase to 13.3 per cent by 2036.

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 7800 babies are born to mothers residing in the District.



2022-23 at a glance

Providing excellence in health and healthcare for all.



176,474

people attended Emergency Departments across the District.



43,651

people presented to our Hospital Emergency Departments in an Ambulance.



163,464

admissions and discharges across our hospitals.



4898

babies were born at RPA and Canterbury Hospitals.



37,615

clients cared for by our Community Health staff in service locations across the District.



63,658

occasions of care delivered to children across the District by our Community Health staff.



46%

of residents speak a language other than English at home.



54,487

hours interpreting for patients and loved ones in more than 25 different languages across the District.



53,000

unpaid carers provide support across the Inner West.



1,500,342

attended our outpatient services and a further 81,906 patients treated with COVID-19.



44%

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



43,160

operations were performed in our hospitals and through collaborative care arrangements.



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



Consumer and community engagement

People are at the heart of everything we do in Sydney Local Health District.

Our patient and family centred approach to delivering healthcare for our community, in our community, provides a sound framework for our decision making and day-to-day business. In Sydney Local Health District we recognise the people important to you as Partners in Care.

Our Patients. Our People. Our Culture.

Learning from the experience of consumers and the community continues to drive the patient and family centred care we provide. This is vital to help us achieve our vision of *Excellence in health and healthcare for all*.

We continue to look for new and innovative ways to engage our community and ensure the experience of consumers informs the services we provide. We want everyone across our community to feel welcome, supported, and know when they need healthcare, we will be there.

Examples of partnerships with consumers and the community

Over the last year the district has grown how it partners with consumers and the community across our services, planning, research and through a variety of events including;

- Sydney WorldPride 2023, Fair Day
- Royal Easter Show
- RPA HealthOne Green Square open day
- District wide consumer and community forums
- At stalls in our hospitals and community centres

The passionate consumers we work with make a significant contribution to policy, clinical re-design projects, research, and planning. Their advice continues to help us meet the needs of the community and informs how we communicate important health information. Our staff regularly learn from the lived experience of our consumers through presentations at conferences, forums and within workforce education programs.

Our Networks

Across the district we have continued to grow our Consumer and Community Advisory Networks (CCAN) and presently there are over 100 consumers who regularly contribute to the district through our major advisory networks with many more contributing to individual services, projects, clinical re-design, and research. We have formal networks across:

- Balmain Hospital
- Canterbury Hospital
- Concord Repatriation General Hospital
- Community Health
- Mental Health Services
- RPA Hospital
- RPA Virtual Hospital
- Sydney Dental Hospital
- Sydney Education
- Sydney Research

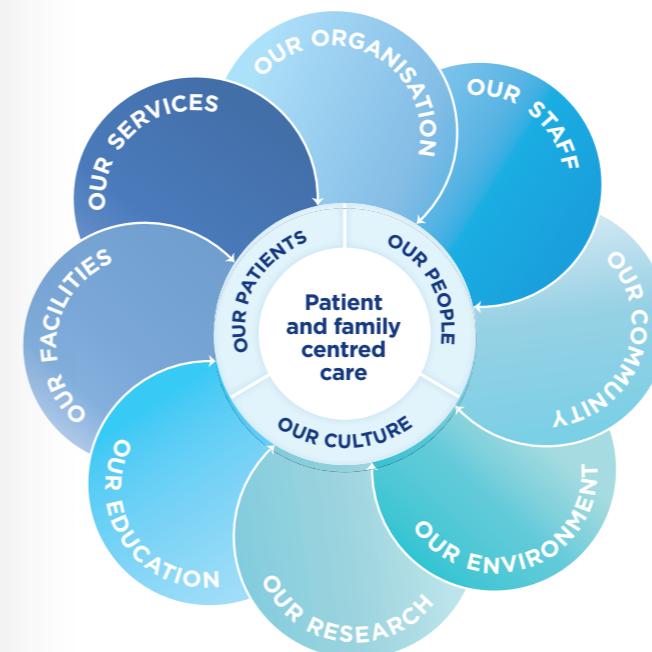


Diagram: Patient and Family Centred Care Model

Australian Veterans' Brain Bank launched

Partnership to drive research into impact of brain injury among the nation's veterans.



Sydney Local Health District is home to a new Australian-first Brain Bank set up to help better understand the impact of head injuries among the nations service men and women.

The Australian Veterans' Brain Bank, founded by Royal Prince Alfred Hospital's Head of Neuropathology, Associate Professor Michael Buckland, will work in partnership with the National Centre for Veterans' Healthcare (NCVH) at Concord Hospital.

Associate Professor Buckland said the Australian Veterans' Brain Bank will seek to understand the long-term impacts of head injury, including any association with chronic traumatic encephalopathy (CTE), which is a progressive neurodegenerative disease.

"The focus of the work is looking at understanding more the long term consequences of exposure to brain trauma – be that through blast exposure, though concussion, through other ways that people get hit on the head or have significant force applied to their brain during the course of their training or their service," Professor Buckland said.

CTE is linked with repetitive head injury diagnosed by examination of the brain at autopsy.

"We would like to encourage veterans to pledge their brains to help us further that research," Professor Buckland said.

The Australian Veterans' Brain Bank is the sister organisation to the Australian Sports Brain Bank.

For more information or to register for brain donation, please visit veteransbrainbank.org.au

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 \$600,000

in sponsorship for the Remarkable Humans of NSW Health state-wide publication

Over \$75,000

as part of the Step-up-for-Cancer Survivorship appeal at Concord Hospital

Over \$860,000

donated by Hearts & Minds Investments for their ongoing support of the Green Light Institute, with total donations since 2020 exceeding \$3 million

Over \$600,000

raised for the vital work of the Australian Sports Brain Bank

\$4,800,000

Major bequest received from the Estate of the Late Dr Robert Scot Skirving

\$75,000

from Sydney Muslim Cyclists and Human Appeal for refurbishment of Birthing Unit at Canterbury Hospital

In addition, many of our staff contribute via a Workplace Giving Program. More than 140,000 was donated this year to the Barbara May Foundation's vital maternity services work in Ethiopia.

We'd like to thank our donors and donor organisations for our 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



Our Strategic Plan

The Sydney Local Health District Strategic Plan 2018-2023 was officially launched in 2018-19, setting the roadmap for our organisation for five years. It outlines our priorities and our strategic focus areas.

These reflect the Strategic Directions of NSW Health (keeping people healthy, providing world class clinical care and delivering truly integrated care) and our CORE values (Collaboration, Openness, Respect, Empowerment).

In 2022-23, consultation began for the District's new Strategic Plan 2024-29.



Our Strategic focus areas



Our communities and environment

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



Our patients, families, carers and consumers

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



Our services

- Responsive, integrated, culturally safe and competent multidisciplinary services



Our facilities

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



Our staff

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



Our research

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



Our education

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



Our Facilities

Balmain Hospital	22
Canterbury Hospital	24
Concord Hospital	26
Feature: Concord Hospital Multi-storey Car Park	28
RPA Hospital	30
Feature: RPA Hospital Redevelopment	32
RPA Virtual Hospital	34
Sydney Dental Hospital	36
The Walker Estates	38

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:

- Implemented an after-hours Clinical Nurse Educator role to provide greater support for nursing staff
- Increased daily internal transports between RPA and Balmain Hospital to improve patient flow between facilities
- Implemented the Work Safe Guardian application to keep our staff safe when home visiting in the community
- Re-launched the Delta Dogs Therapy Program
- Held the inaugural Diabetes Management and Planning Day to upskill staff and patients in diabetes care
- Developed and implemented a Nursing Education Plan to identify and support educational requirements and professional development of nursing staff
- Commenced a Clinical Redesign of the General Practice Casualty to improve the patient experience

Did you know?

- We provided care to almost 11,700 people through Balmain Hospital's General Practice Casualty
- We delivered over 8600 hours of exercise therapy in the Centre for STRONG Medicine





Canterbury Hospital

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

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

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

In December 2020, works were completed on a \$6.5 million upgrade to the Emergency Department. Planning is underway for a \$350 million redevelopment of the hospital.

Canterbury is part of the network of hospitals and services which make up Sydney Local Health District.

Our skilled staff are approachable and committed to providing high quality care to our patients and their families. We have a diverse workforce that reflects the population we serve.

Highlights:

- Launched a new purpose built Education Centre, a dedicated training precinct for Canterbury Hospital staff
- Continued planning for the \$350 million redevelopment of Canterbury Hospital
- Hosted the inaugural Canterbury Pitch, with \$50,000 provided to three local community organisations for health related initiatives
- Developed the Chronic Kidney Disease Stewardship Program, to identify advanced cases in inpatients and implement interventions for improved kidney health
- Celebrated the opening of a new Multi-faith Prayer Room
- Improved patient access to consumer feedback through the introduction of Arabic, Simplified Chinese, Bengali and Greek translated surveys
- Developed a 'Welcome to Canterbury' video for patients, carers and families attending Canterbury Hospital available on the Canterbury Hospital website
- Received over \$120,000 from fundraising activities by Campsie RSL, Canterbury Leagues Club, Campsie Rotary, Human Appeal Australia and Sydney Muslim Cyclists

Did you know?

- Canterbury Hospital staff cared for more than 48,000 people who presented to the Emergency Department
- There were over 1260 babies born at Canterbury Hospital



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.

The eight-storey Rusty Priest Clinical Services Building was officially opened in 2022.

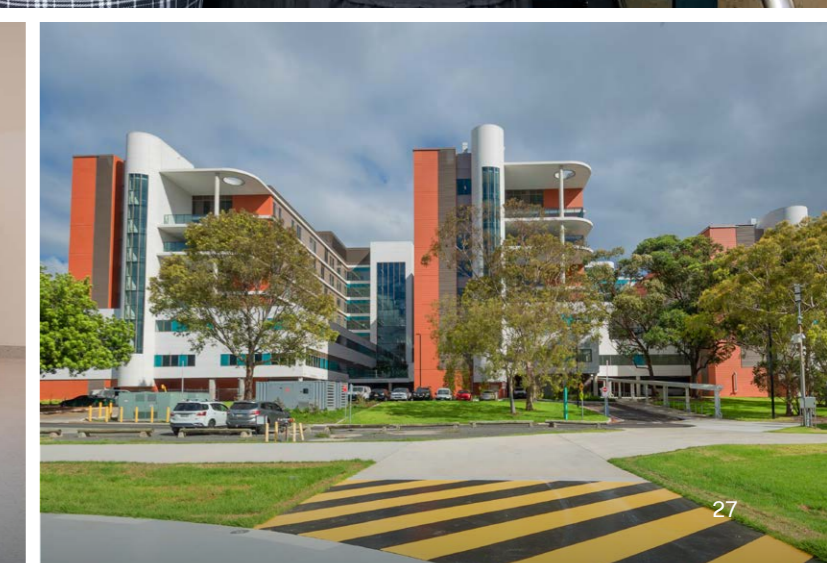
Highlights:

- Successfully met the National Safety and Quality Health Service (NSQHS) Standards during the Hospital's accreditation
- Opened the first phase of the \$32.4 million multi-storey car park project with the completion of the new on-grade car park. This new car park provides 300 new parking spaces and will ensure sufficient parking facilities while the multi-storey car park is constructed. On completion these new car parking facilities will provide 850 new parking spaces for staff, patients and visitors to Concord Hospital
- Opened the Positron Emission Tomography Computed Tomography (PET-CT) service
- Opened the \$1.2 million Ward 5 East refurbishment and the new Medical and Surgical Short Stay Unit
- Opened the Centre for Strength Training, Rehabilitation and Outreach Needs in Geriatric (STRONG) Medicine Concord. The Centre for STRONG Medicine supports older people to optimise their physical function and mental wellbeing to live healthier and more active lives

- Delivered a \$2.2 million refurbishment of the Central Sterilising Services Department
- Concord Hospital named as Australia's best performing hospital's for hip fracture care winning the Australian and New Zealand Hip Fracture Registry (ANZHFR) Australian Golden Hip Award
- Refreshed the Concord Clinical Services Plan following consultations with services across Concord Hospital
- Launched a new partnership between RPA's Brain Bank service and the National Centre for Veterans' Healthcare. This is the first brain bank of its kind and will support research to understand the impact of head injuries in our service men and women
- Formed the Elders Advisory Group to create a forum for Aboriginal and Torres Strait Islander consumers to engage with hospital executive, and raise matters of importance, in particular strategies around reducing stigma, judgement and creating culturally safe spaces

Did you know?

- Concord Hospital treated almost 52,900 inpatients with over 43,000 people attending the Emergency Department, almost 12,400 operations were performed
- Concord's Operational Nurse Manager Megan White was awarded the 2022 Pride of Concord Medal for her nursing leadership during the COVID-19 pandemic and her contribution to Concord over her many years of service



Concord Hospital Multi-storey Car Park

Construction is underway on a new \$32.4 million multi-storey car park at Concord Hospital, which will provide more than 550 new spaces for patients, staff and visitors.

The on-grade car park which opened in June 2023 was also part of the project, providing 300 parking spaces for staff.

Part of a long-term strategy to improve the experience of visitors and staff at Concord Hospital, the project will improve access to health care services for the entire community.

It follows the official opening of the new clinical services building, the Rusty Priest Building last year.



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.

In 2022 RPA celebrated 140 years of service to the community, with a series of special events held to mark the occasion.

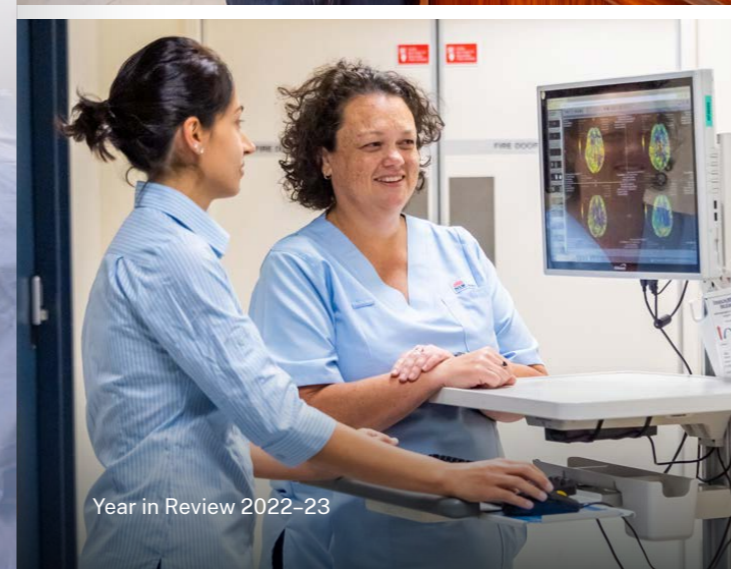
Since its foundation in 1882, the staff at RPA have pioneered innovative techniques, treatments and complex interventions. RPA has a national and international reputation for excellence, established through the efforts of staff in patient care, teaching, research and support services.

A \$940 million redevelopment is underway, the most significant transformation in the history of the Hospital.

Highlights:

- Successfully met the National Safety and Quality Health Service (NSQHS) Standards during the Hospital's accreditation
- Continued to progress the \$940 million redevelopment of Royal Prince Alfred Hospital
- Celebrated 140 years of service to the community
- Named the best hospital in Australia in Newsweek's 2023 World's Best Hospitals list for the second year in a row. Ranked 66 globally, in the list of the top 250 hospitals in the world
- Awarded Diamond status in the World Stroke Organisation's Angels Awards, recognising excellence in stroke treatment and care. RPA is the first hospital in Australia to be awarded Diamond status.
- Became the first hospital in the world to perform 1000 cases of pelvic exenteration (PE) surgery. This is the largest number of cases performed by any single institution worldwide

- Established the RPA Institute of Academic Medicine (IAM), including the appointment of inaugural Co-Directors and the development of seven research themes
- Celebrated 20 years of the Surgical Outcomes Research Centre (SOuRCe), which has been awarded over \$20 million in competitive funding, published over 500 peer-reviewed scientific articles, and supervised over 70 PhD and MPHIL students and over 60 MD students since inception
- Established an Aboriginal Midwifery Group Practice to support our First Nations community and enable the provision of culturally safe care, which helps Aboriginal women and their families to feel well supported on their parenting journey. The Midwifery Group Practice consists of Aboriginal Registered Midwives and works closely with the Aboriginal Medical Service, Redfern and our community
- The Surgical Robotics Program at RPA Hospital entered its seventh year, with over 1000 robotic cases performed, and 15 unique clinical research trials commenced
- Established a Long COVID Clinic, integrating multidisciplinary Allied Health including Physiotherapy, Occupational Therapy, Speech Pathology, and Nutrition and Dietetics, with Social Work and Psychology services provided by RPA Virtual Hospital



Did you know?

- 18,500 patients were admitted to RPA and the Institute for Rheumatology and Orthopaedics for planned surgery. Despite challenges of the COVID-19 pandemic, RPA ensured patients received surgery within appropriate timeframes, implementing strategies such as Collaborative Care arrangements and an enhanced number of theatre sessions
- There were more than 84,000 presentations to RPA Emergency Department, including over 23,500 ambulance arrivals
- There were 3630 babies born at RPA Hospital
- 180 training courses aimed at surgical clinicians were delivered by the RPA Institute of Academic Surgery and 224 research articles were published by RPA surgical departments, enhancing clinical practice across all specialties
- Clinical Professor Tamera Corte, Consultant Respiratory Physician and Director of the Interstitial Lung Disease Unit in the Department of Respiratory Medicine at RPA, was awarded winner of the 2022 RPA Foundation Research Prize and recognised for her work in the field of interstitial lung disease. This included \$50,000 in research funding. Professor Corte and her team are currently working on integration of a new artificial intelligence algorithm based on CT scan data, which will help clinicians deliver individualised care for pulmonary fibrosis patients from the time of diagnosis
- In January 2023, after three years of being offsite due to the COVID-19 pandemic, volunteers returned to RPA Hospital to support non-patient facing roles and the Baby Cuddler program
- RPA Hospital implemented improved sustainability practices and initiatives including establishment of the Sustainability Hub on level four of the King George V Building, new processes for disposal of personal protective equipment, a trial of recycling food waste into soil for hospital grounds using Eco Guardians food recycling equipment and supporting additional projects including coffee cup and ink cartridge recycling

RPA Hospital Redevelopment

The NSW Government has committed \$940 million to the redevelopment of RPA Hospital.

It is the most significant investment in the 140-year history of the hospital and will deliver a new hospital building and refurbishment of existing spaces.

It will support world-leading services provided at RPA for the 740,000 people who live in Sydney Local Health District and the more than one million people who come into the District each day to work, study and visit.

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 and paediatric inpatient accommodation
- Increased interventional and imaging services
- Expanded neonatology services
- Improved roads, signage and landscaping throughout the hospital campus
- A new open garden courtyard



Scan the QR code to fly-through the redevelopment



RPA Virtual Hospital

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

RPA Virtual Hospital (**rpavirtual**) delivers hospital level care in the comfort and convenience of a patient's home, using digital technology to provide remote monitoring, clinical assessment and care, as well as specialised in-home nursing and allied health services.

rpavirtual was opened in 2020.

Highlights:

- Successfully met the National Safety and Quality Health Service (NSQHS) Standards during the Hospital's accreditation
 - Delivered virtual care to 2011 patients across sixteen virtual care services
 - Delivered in-home nursing care to 2925 patients, 35 per cent of patients were receiving palliative care, 27 per cent Hospital in The Home services
 - Culturally specific engagement and support was extended to 1517 Aboriginal and Torres Strait Islander patients
 - Partnered with NSW Ambulance to introduce a new Virtual Urgent Care service, supporting paramedics in-situ. This has been initially piloted with patients with respiratory conditions
 - Introduced a new service for patients with chronic disease who are in the last two years of life and require multidisciplinary palliative care at home
 - Introduced Back@Home, a new virtual low back pain clinic, as part of a research trial with the Institute for Musculoskeletal Health
 - Extended our COVID Care in the Community Clinic to include other acute respiratory conditions, in readiness for the Winter flu season
- Completed the RPA Virtual Hospital Year 2 Evaluation Report (February 2021 to January 2022), co-authored with the Menzies Centre for Health Policy and Economics at the University of Sydney
 - Further developed our collaboration with Far West Local Health District through the introduction of a Virtual Fracture Clinic, Virtual Midwifery Care and Virtual Nurse Assist in the Far West region. A Virtual Emergency Department for Broken Hill Hospital is being planned for introduction in late 2023

Did you know?

rpavirtual has sustained excellence in its virtual care patient experience, with over 3840 patient experience surveys now collected. Ninety-nine per cent of patients reported they benefited from virtual care, 95 per cent felt confident at home knowing that their symptoms/condition was monitored virtually and 96 per cent of patients would use virtual care again if given the choice. Over 1780 community nursing patient experience surveys have been collected. Ninety-seven per cent of patients felt that their in-home nursing care helped them stay in their own home and out of hospital and 84 per cent felt that the care they received helped maintain their independence. The person-centred strategies employed by **rpavirtual** were recently showcased by the Australian Commission on Safety and Quality in Health Care in a national webinar.





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:

- Successfully met the National Safety and Quality Health Service (NSQHS) Standards during the Hospital's accreditation
- Established an oral care pathway with Mission Australia in conjunction with South East Sydney Local Health District and St Vincent's Health and a partnership with the Haymarket Foundation, to assist, support and improve clinical outcomes of patients experiencing homelessness
- Established a digital prosthetic laboratory in collaboration with the University of Sydney School of Dentistry

- Installed an interactive tooth brushing bay to provide oral hygiene and tooth brushing education to our paediatric patients
- Recruited an Aboriginal Liaison Officer to provide further support to Aboriginal patients
- Completed the development of a novel model of care and referral pathway with Canterbury Hospital Drug Services to improve access and outcomes for drug health patients at Canterbury Hospital
- Established a collaborative new graduate program with Murrumbidgee and Southern NSW Local Health District
- Embedded Domestic Violence Routine Screening (DVRS) screening in clinical practice in Community, Dalarinji and Paediatric dentistry departments
- Collaborated with Far West Local Health District, sending dental officers to provide clinical services at the Broken Hill Dental Clinic

Did you know?

- Oral Health Services completed over 75,000 occasions of service, providing care to 5159 children
- Oral Health Services filled a total of 38,425 teeth and completed 2600 crowns and 3314 dentures
- In 2024, Sydney Dental Hospital celebrates 120 years of service to our community

The Walker Estates

Rivendell Estate

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.

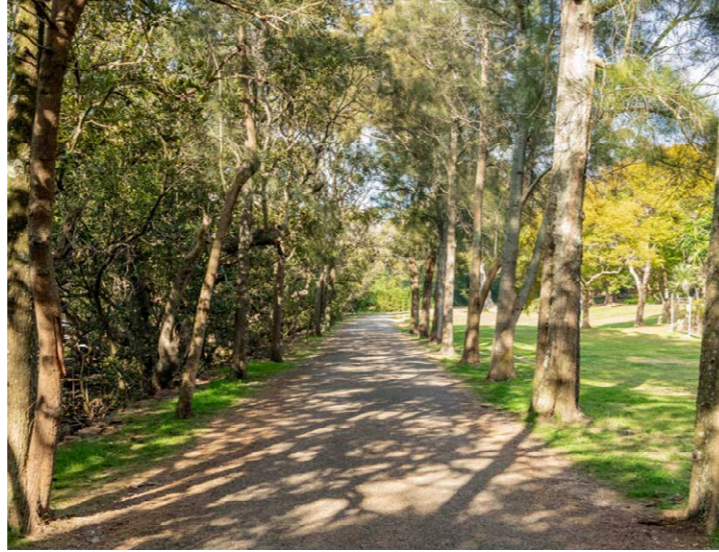
The building was opened in 1893 as a free convalescent hospital. Patients were referred by many Sydney hospitals including St Vincents, Royal Prince Alfred and Sydney hospitals. In the first year of operation, 608 patients were admitted. The poet Henry Lawson was at one time a patient and penned a poem 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.

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.



Yaralla Estate

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

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.

Since 1988 the Estate has remained in use for health-related purposes.

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.





Our Services

Aboriginal Health	42
Allied Health	44
BreastScreen	45
Community Health	46
Health Centres	48
Integrated Care	50
Drug Health	52
HealthPathways	54
Health Equity Research Development Unit	54
Mental Health	56
Population Health	58
Feature: Sydney WorldPride	60
Tresillian	64



Aboriginal Health

Ngurang Dali Mana Burudi – A place to get better.

The Aboriginal Health Service 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:

- Hosted the Ngangkari Traditional Healing Cultural Immersion, in partnership with Chris O'Brien Lifehouse
- Hosted Close the Gap Day event at Sydney Education, Rozelle, highlighting how the cultural determinants of health play a vital role in achieving long term health outcomes for Aboriginal and Torres Strait Islander people and communities. This year our focus was on those who work to enrich the lives of Aboriginal and Torres Strait Islander children and youth
- Hosted a National Sorry Day Event at RPA Hospital, as part of the national observance held annually since the Bringing them Home Report (1997). The report revealed the devastating effects of these policies in terms of emotional and physical trauma, as a result from the broken connection to traditional land, culture and language, the separation of families
- Hosted Aboriginal Elders Group meetings at Concord and Canterbury Hospitals
- Hosted Aboriginal Health Service stalls at the Survival Day event Yabun and the Sydney Royal Easter Show
- Opened Aboriginal Cultural Lounges at Concord, Canterbury and Sydney Dental Hospitals
- Launched an Aboriginal Cultural Garden at of Canterbury Hospital to acknowledge and celebrate the *Bediagal* people of the *EORA Nation*
- Developed and designed the Jarjums Connections Project, in collaboration with Health Promotion, early childhood staff and children's yoga educators, to promote movement, mindfulness and Aboriginal culture to children, families and educators in preschool settings. Through an eight week program, children are connected with the *EORA Nation* and three of its significant Aboriginal animals, the *Garuwa*, *Wirruga* and *Burra*.
- Developed Take Own Leave Program in partnership with the RPA Hospital Emergency Department, a 12 month trial to address concerns for patients leaving the Emergency Department against medical advice to improve health outcomes for Aboriginal and Torres Strait Islander patients
- Implemented Aboriginal Cultural Engagement Self-Assessment Audit Tool to enable a measure of cultural safety to be incorporated within existing reporting mechanisms
- Coordinated a new Aboriginal artwork, Spirit Country, on the RPA Hospital Campus, adjacent to the RPA staff car park, with Aboriginal artist Maddison Gibbs. This artwork is a nod to country and the healing properties country provides. Ancient Aboriginal stories of medicine, food, caring and healing are embedded through the earth. In plants, stars, mountains, animals, bugs and shared though ceremonies of art, dance, song and movement. Paying homage to the Turpentine Forest that was on this site for thousands of years holding the knowledge of country

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, Exercise Physiologists, Genetic Counsellors, Music Therapists, Nuclear Medicine Technologists, 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.

Highlights:

- Established a Long COVID Clinic as a 12 month pilot for patients presenting with Long COVID symptoms. Allied Health clinicians were key members of the multidisciplinary team providing this services to patients, including Physiotherapy, Occupational Therapy, Speech Pathology, Nutrition and Dietetics, Psychology and Social Work
- Established new Genetic Counselling streams within multidisciplinary clinics including Hereditary Hemorrhagic Telangiectasia, Congenital Heart Disease, Renal, Endocrine, Neuromuscular, Interstitial Lung Disease and Eye
- Offered 766 student placements across all Allied Health Professions and Clinical Streams
- Developed an Allied Health Research Leaders Network to drive and strengthen the capacity of Allied Health clinicians undertaking research. Led by the Conjoint Professors of Allied Health, in 2022, there were 24 research higher degree students enrolled, over \$5 million in funding awarded to projects within Allied Health, 144 peer reviewed publications, 172 conference presentations, 64 active research studies and 52 Allied Health clinicians with PhDs and 24 with Masters degrees
- Celebrated the work of our staff with the annual Excellence in Allied Health Awards, coinciding with International Allied Health Professionals Day

- Hosted the Allied Health Research Conference at Concord Hospital in July
- RPA Dietitian, Maddison Breen, recognised as a finalist in the NSW Excellence in Allied Health Awards in the category of Early Career Allied Health Professional of the Year
- RPA Occupational Therapist, Dr Robyn Sierla selected to participate in the Australian Clinical Entrepreneur Program
- Awarded a Health Education Training Institute Mental Health Research Award to evaluate the impact of a co-designed community mental health exercise program for Living Well Living Longer

Did you know?

- RPA Nutrition and Dietetics with the ACI have been running The Gastrostomy Training Program since 2017. The program aims to upskill clinicians in gastrostomy tube care and management in a clinical setting. The program has been taken to rural areas including Dubbo, Newcastle, Wagga Wagga and NSW Ambulance, with 1471 clinicians completing online training modules
- Exercise physiology and dietetics clinicians have seen 125 patients and performed more than 4200 occasions of service since the official opening of the Centre for STRONG Medicine at Concord Hospital in November 2022



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 Royal Prince Alfred Hospital.

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

Highlights:

- Introduced Delta Therapy Dogs to visit our Assessment clinic at RPA to interact with our clients before their biopsy procedure
- Launched new mobile site at Burwood, achieving a 92 per cent screening rate for our first year
- Launched digital feedback surveys for screening and assessment clinics
- Partnered with the District's Living Well Living Longer program to increase screening rates for Mental Health Services patients
- Increased screening clinic operations over the weekend across all our fixed sites (RPA, Croydon, and Campsie), achieving a 98 per cent screening rate
- Expanded engagement with the District's Interpreter Services to include the development of in language text message invites for the Mobile Van locations

Did you know?

- 20,404 women were screened at BreastScreen Sydney Local Health District in 2022-23
- BreastScreen Sydney Local Health District works in partnership with ACON to raise breast screening awareness and engagement in LGBTIQ+ communities in NSW. During Sydney WorldPride, our service screened 27 clients at our Mobile Van on Fair Day

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:

- Successfully met the National Safety and Quality Health Service (NSQHS) Standards during accreditation
- Delivered Sexual Health clinical services in response to Monkey Pox
- Participated in Sydney WorldPride events across the District
- Attended PRISM Inclusivity Training, to build staff skills and confidence when working with people of diverse genders, sexualities or intersex status
- Established new Child and Family Health Clinics at Zetland and RPA HealthOne Green Square
- Celebrated the graduation of five registered nurses as Specialist Child and Family Health Nurses. Transition to Specialty is a novel program to support registered nurses while undertaking Child and Family Health Nursing tertiary qualifications
- Launched a new Community Health website



37,615

clients cared for by our Community Health staff in service locations across the District with care delivered in 3065 homes.



63,658

occasions of care delivered to children across the District by our Community Health staff.



300

The Sexual Assault Service provided Crisis Response to 300 victims of sexual assault.



Health Centres

Canterbury, Croydon, Marrickville and Redfern Health Centres and RPA HealthOne Green Square accommodate a number of clinical streams that deliver preventative and early intervention and 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, NSW Health Pathology and BreastScreen.

Highlights:

- Officially opened RPA HealthOne Green Square, providing local communities with access to specialised healthcare services
- Renovated Marrickville Health Centre including lift replacement and improvements to patient and staff areas and new murals
- Installed YouthBlock client artworks as a feature at Croydon Health Centre
- Video conferencing installed at Croydon, Marrickville, and Redfern Health Centres
- Canterbury Community Health Centre transitioned to the management of the District's Health Centres



Integrated Care

Integrated Care works with partners including Mental Health, Drug Health, Aged Health, Oral Health and other Clinical Streams and facilities to identify opportunities to collaborate to address the social determinants of health, particularly for our priority populations.

Integrated Care requires strong and effective relationships between, clinicians, teams, key stakeholders and greater integration with primary care and between health and social care agencies.

Delivery of integrated, person-centred care is a key objective of the NSW Health Future Health Strategy 2022-32.

Specialty programs include the Priority Populations and Places team working in areas of high locational disadvantage; the Homelessness program, the Living Well, Living Longer integrated care program, and the NGO program.

Highlights:

- Launched the Health and Wellbeing Peer Education Program, co-designed with NGO and social housing residents, to improve knowledge about health and wellbeing. Twenty-one social housing residents have been trained as Peer Educators, delivering education to 160 members of their communities
- Established the Integrated Community Care Team in partnership with the Central Eastern Sydney Primary Health Network, to improve access to primary and integrated care within communities experiencing high locational disadvantage, including Waterloo, Redfern and Riverwood
- Held an NGO Forum in November with 60 delegates, highlighting partnerships, collaboration and connections
- Partnered with Central and Eastern Sydney Primary Health Network and Street Side Medics to launch the first primary care model for people experiencing homelessness in our District, at Addi Road Community Organisation, Marrickville

- Developed Virtual Health Hubs for people experiencing homelessness
- Introduced a web-based shared care planning tool in Mental Health Services to enhance shared care and communication with general practice and mental health consumers via a translational research grant study
- Continued to deliver interactive online Mental Health education sessions through Project ECHO. More than 171 sessions have been delivered to over 625 health care providers since July 2020

Did you know?

- The Living Well Living Longer integrated care program is celebrating 10 years in 2023. The program has improved the number of Mental Health consumers with a named General Practitioner, introduced a formalised shared care arrangement between the Mental Health Service and General Practice and introduced health peer workers to use their lived experience to support consumers in their physical health
- Sydney Local Health District has the largest Non Government Organisation (NGO) portfolio in NSW with over \$20 million in grants across 32 NGOs. This includes grants for Drug and Alcohol programs, Mental Health, Aged Care and others
- Sydney Local Health District has the highest proportion of the States' Boarding Houses with 44 per cent of the 1062 Registered Boarding Houses in NSW with an estimated 4800 Boarding House residents



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.

Drug Health provides a range of services throughout Sydney Local Health District in hospitals, community health centres and in the community to address the use of and harm caused by alcohol, tobacco and other drugs.

We offer clinical services at Canterbury, Concord and RPA Hospitals, and at Croydon, Marrickville and Redfern Health Centres.

We work alongside community representatives and other government and non-government organisations to address community concerns about drug and alcohol use.

We support and manage relevant state-wide and national services across the Alcohol and Other Drug sector, including the New South Wales Drug and Alcohol Health Services Library and the National Poisons Register.

Highlights:

- Received \$2.5 million enhancement per year for the next three years, following the NSW Special Commission of Inquiry into the drug Ice, to expand support for drug health services in general hospital facilities, ambulatory care and care in community
- Commenced an Australian first research trial into the use of psychedelics in combination with psychotherapy for the treatment of alcohol use disorder in partnership with the University of Sydney
- Completed \$464,208 capital infrastructure project to upgrade clinical and office work spaces at RPA and Canterbury, supporting positive workplace environments and culture
- Developed and delivered a training module on “Substance Use and the Community” as part of the Redfern Waterloo Peer Wellbeing Educator project. Training was delivered to a group of peers who have since provided six information sessions to their own communities

- Collaborated with the District’s Oral Health Services on a model of care to enhance referral pathways for Drug Health clients and reduce the impact of poor oral health. This initiative has been rolled out in Canterbury with 27 patients referred over the last financial year
- Recommended services at Marrickville Harm Reduction Program in May 2023 following the COVID-19 pandemic response
- Commenced the Automatic needle and syringe Dispensing Machine (ADM) at RPA HealthOne Green Square, this evidence based public health program aims to reduce the transmission of bloodborne viruses by providing sterile injecting equipment, peer support and healthcare navigation to people who inject drugs
- Partnered with the Edith Collins Centre for Translational Research in Alcohol, Drugs and Toxicology with highlights such as the commencement of five new Category A research grants (over \$20 million); 93 publications in peer reviewed journals; and 38 new post-graduate students

Did you know?

- Senior Staff Specialist, Professor Kate Conigrave, was asked by the Australasian Professional Society on Alcohol and other Drugs, to provide the prestigious James Rankin Oration in October 2022
- Did you know that Naloxone is a life-saving drug that can rapidly reverse the effects of an Opioid overdose? Between July 2022 and April 2023, Drug Health Services dispensed 595 units of Naloxone to patients, their carers and family members, free of charge through the NSW Health Take Home Naloxone Program



HealthPathways

HealthPathways is an online clinical decision support and referral information platform 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 2022-23 HealthPathways Sydney published a further 25 new clinical, resource and referral pathways and completed 223 content updates and 69 reviews of existing content, including specific pathways and updates for COVID-19. The program is the lead HealthPathways region in Australia with over a thousand clinical pathways. There were over a half a million content page views by over 13 thousand returning users.

Sydney Local Health District remains a key influencer in the adoption of eReferral technology by NSW Health through the piloting of the Engage Outpatients Referral Management System at Canterbury and Royal Prince Alfred Hospital's Maternity services.

The HealthPathways Sydney Program has now enabled GP eReferral to over 70 services at our hospital and community services. Over 1100 eReferrals are received monthly from over 830 General Practitioners and Opticians across 298 practices.

Highlights:

- In June 2023 became the first Australian HealthPathways region to publish 1000 locally relevant HealthPathways
- Commenced our Agency for Clinical Innovation Centre for Healthcare Clinical Redesign program to renew, review and refresh our periodic pathway review process
- Published suite of lead region intellectual disability pathways in December 2022 following extensive collaboration with subject matter experts. Seven of 12 NSW regions have adopted these HealthPathways

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.

Highlights:

- Finalised the Equity Focused Health Impact Assessment, on the District's response to the COVID-19 pandemic and the response and recovery plans to inform future crisis responses
- Published the Working Together Collaboration for Health Guide, a joint publication by Sydney Local Health District and the University of New South Wales Centre for Primary Health Care and Equity, a practical guide for organisations and people working together to resolve complex health problems across sectoral, organisational and professional boundaries. The guide draws on the experiences of health workers and other social service providers to identify, illustrate, and provide insight into the factors that play important roles in determining the success of working together
- Led the 2022 Community Health Navigator Forum, a partnership initiative between the District, Central and Eastern Sydney Primary Health Network, and the Centre for Primary Health Care and Equity at University of New South Wales, aimed at highlighting the value of Community Health Navigators

Boundary spanners

Boundary spanners are people who operate at the interface between the different organisations and who have both personal attributes and skills that enable them to bridge differences by fostering equitable decision-making and reconciling diverse interests.

Byn K, Vaughan C, Nichols L, Bednarek A, Lemos MC. (2020)

Working Together: Collaboration for Health guide.



Sydney Local Health District

working together

collaboration for health

A PRACTICAL GUIDE
MIRILYN WILSON
PENNELOPE MARRIS





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 Professor Marie Bashir Centre for Mental Health at Royal Prince Alfred Hospital, the Concord Centre for Mental Health at Concord Repatriation General Hospital and the Thomas Walker Hospital (Rivendell). Services are provided across the lifespan, including perinatal, child and adolescent, adults, 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 partnership 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, Primary Health Networks, private healthcare providers, Department of Education, housing providers, National Disability Insurance Scheme providers and the Department of Justice and Communities.

Highlights:

- Celebrated 15 years of the Concord Centre for Mental Health
- Celebrated the first anniversary of Naamuru, Parent and Baby Unit at RPA
- The Camperdown, Marrickville and Redfern Acute Care Service was named NSW Health Nursing Team of the Year 2022
- Expanded the operations of the Safe Haven Program, a non-clinical drop-in service for people experiencing suicidal thoughts, emotional distress, or social isolation
- Launched the Electronic Patient Journey Board, ensuring consistent bed management across the District and clearer visibility of patients within the facilities
- Recognised 21 clinicians, who were awarded the inaugural Steve Douglas Education Scholarships

Did you know?

- Did you know the Mental Health Service has been operating for more than 145 years, commencing at Callan Park in 1878
- Approximately 40 per cent of Mental Health consumers in Sydney Local Health District have experienced instable housing or homelessness



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.

Highlights:

- Celebrated diversity and inclusion during Sydney WorldPride 2023 through public health response planning, health activations, promotions and events
- Launched Sydney Local Health District's first Culturally and Linguistically Diverse Health (CALD) Strategic Plan 2022-26
- Continued to engage the Canterbury community following the COVID-19 response through the Canterbury Leaders Forum
- Launched The Canterbury Pitch where community-based organisations pitch ideas and apply for up to \$50,000 funding towards programs to enhance the health and wellbeing of the local community
- Delivered Aboriginal community-based health promotion programs including the Aboriginal Bowel Screening Project in partnership with Direct Access Colonoscopy and Aboriginal Medical Service, Redfern; the first Aboriginal Stepping On program in partnership with Wyanga, Aboriginal Go4Fun programs in partnership with Tribal Warrior Aboriginal Corporation and launched Jarjums Connections Yoga Program across all early childhood centres
- Marked the 30 year anniversary of Pozhet. This important service supports heterosexual people with HIV/AIDS, commencing in 1993 at the Albion Centre as a counselling hotline
- Developed a new women's health outreach model of care in partnership with Leichhardt Women's Community Health Centre and RPA Sexual Health Clinic engaging with more than 200 women from priority populations. The pilot was offered in a range of community settings where we facilitated self-collected cervical screening tests; Sexually Transmitted Infections (STI) testing; breast screening appointments and contraceptive advice; developed pathways for women who are not eligible for Medicare; provided patient navigation for Aboriginal women
- Piloted Breast Cancer Concierge Program for CALD patients to reduce barriers to care, enhance health literacy, service navigation and patient confidence
- Hosted a primary school competition as part of our Drink Water campaign
- Hosted Active Ageing Network with local councils and university partners, including a 'train the trainer' program for community and council fitness leaders at the Balmain Strong Clinic to deliver evidence-based programs
- Implemented a new phone system in Sydney Health Care Interpreter Services
- Launched a new Population Health website



Did you know?

- Connecting the Dots National Nutrition Service delivered by Karitane and Healthy Beginnings delivered 21 live early childhood nutrition webinars to 336 health professionals; and 58 parent webinars to 535 parents and carers
- 450 mothers of young children are participating in the Healthy Beginnings CHAT trial
- 50 women from CALD backgrounds participated in the co-design of Healthy Beginnings website development
- 205 older people commenced a healthy ageing program
- 100 primary schools participate in Live Life Well @ School program
- 296 early childhood centres and 8 family day care providers participate in the Munch and Move program
- Over 600 international students engaged in sexual health promotion programs
- 100 jobs across 23 different languages were completed through the Cultural Support Program
- We ran 27 media activities targeting 13 CALD communities in NSW, covering various health issues like HIV, viral hepatitis, COVID, gambling harm, festivals, monkeypox, and mental health. Through print, radio, and social media, we reached over 207,000 people, generated 5365 link clicks, and had 24,782 video views
- We hosted 176 in-language education sessions, with a total of 1267 participants from 11 different language groups
- 268 Cultural Support Workers engaged in the delivery of programs for CALD communities
- The Sydney Health Care Interpreter Service Centre received 69,332 requests and delivered 54,487 hours of interpreting, there were over 1200 hours spent on translations in over 25 languages with over 250,000 words translated
- We continued to work towards eliminating Hep C transmission in NSW via our Blood-Borne Viruses blitzes, performing 320 dried blood spot tests in over 23 different locations in 12 months



Feature:
**Sydney
 WorldPride**

In 2023, Sydney hosted WorldPride. It was an opportunity to celebrate Lesbian, Gay, Bisexual, Trans, Intersex and Queer (LGBTIQ+) people on an international platform. Up to one million LGBTIQ+ community members and allies were projected to visit Sydney to celebrate. The District developed a holistic approach to planning, incorporating emergency management and public health response, whilst ensuring a celebration of the diversity of our staff, patients and communities.

Our Sydney WorldPride plan included clinical service readiness and response to projected demand; mitigating public health risk through prevention, health promotion and vaccination; community outreach and engagement; and social marketing campaigns; LGBTIQ+ inclusion activities, including workforce capacity building, to increase the confidence, knowledge and skills of clinicians to provide LGBTIQ+ inclusive care; LGBTIQ+ visibility activities including turning our facilities rainbow; a new District diversity and inclusion campaign; and celebratory staff events. All activities aligned with the newly launched NSW LGBTIQ+ Health Strategy 2023-27.



Pride and Passion

"...to have passion and for that to spread across the rest of the District was a very special thing"



Belonging

"I am really proud. Proud of the team. Proud of the District. We really take the lead. We look for opportunities to work together"

All people. abilities. cultures. genders. identities. languages. sexualities. welcome here.

NSW Sydney Local Health District Sydney, it's your local health district



Feature:
**Sydney
 WorldPride**

What did we do?

Fair Day Stall, Victoria Park

- Including BreastScreen, Mpox and COVID-19 vaccinations, health information and health give-aways

LGBTIQ+ activations and visibility

- Progress flags and rainbow crossings at facilities, lanyards, pins, staff events and stalls
- King St Activation, Pride Square – Nine days, 102 Mpox vaccinations, 48 staff, 18 ACON peers
- District presence at Sydney WorldPride 2023, First Nations spaces and CALD LGBTIQ+ World Pride events with 293 Mpox vaccines provided, 2975 safe sex packs, 4045 RAT tests given out, 2475 vaccination flyers

LGBTIQ+ health promotion and information

- Inclusive Care SharePoint site with information on LGBTIQ+ inclusive care, inclusive language and behaviours and trans inclusive care which have been viewed over 1000 times by staff
- LGBTIQ+ Inclusivity and Safety training to a range of clinical settings, including Emergency, Social Work, Fetal Medicine; reaching over 500 District employees through in-services, e-learning packages and District wide Chief Executive forums
- Collaborated with the National Safety and Quality Commission Healthcare to develop and launch the LGBTIQ+ version of the Charter of Healthcare Rights
- Established LGBTIQ+ staff and allies group (over 100 members)



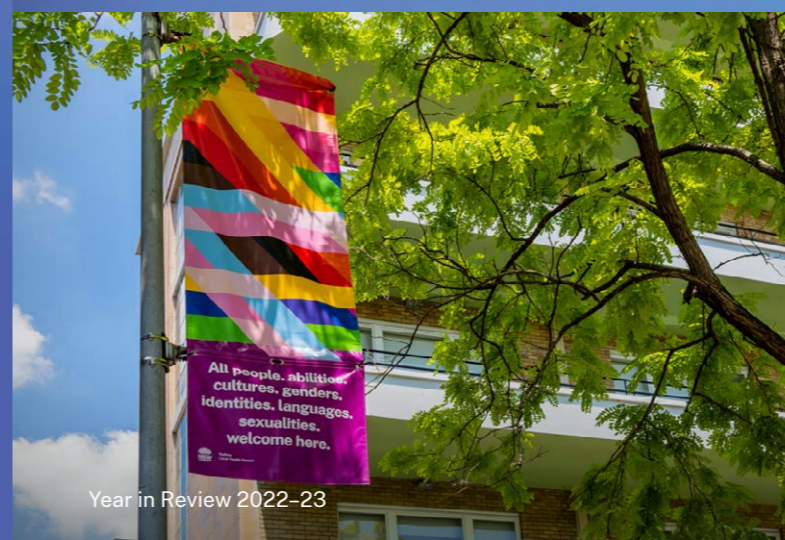
Action

“...actual action, not just learning... we gathered data... pulled it together, we reoriented our health services and responded to community”



Appreciated

“There were so many opportunities to have those [important] conversations... and being able to have those conversations in a fun and novel way... there was a real appreciation for who you are... identity”





Did you know?

61,000 contacts were made with a Tresillian service in 2022-23 including Day Services, virtual consultations, 4-night/5-day inpatient residential services, counselling, and calls to the Tresillian Parent's Help Line



Tresillian

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

Tresillian operates from 27 sites across New South Wales, the ACT and Victoria 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:

- Tresillian officially opened eight new services to meet the needs of families in 2022-23 in regional New South Wales, increasing the number of Tresillian services to 21 Family Care Centres and six Tresillian 2U Mobile Vans.

- Reached a significant milestone in the \$17 million state of the art early parenting facility and renovation to historic Carpenter House at Tresillian Wollstonecraft with a 'Topping out ceremony' held. Tresillian has operated on the site since 1940
- Hosted the First 1000 Days Conference in collaboration with Marymead and the Perinatal wellbeing Centre in Woden with 260 health professionals attending
- The Tresillian Guthrie Early Learning Centre, Wollstonecraft, won the 'Best Children's Garden' and runners up in the 'Best Edible Garden - Private', in the 2022 North Sydney Council Gardening Competition for the fifth time
- Tresillian Willoughby in Second Avenue was farewelled with a community open day in June, after 96 years in operation

Tresillian Armidale Family Care,
22 July 2022

Tresillian Southern Family Care Centre, Moruya and the Tresillian 2U Eurobodalla Mobile Van, 4 October 2022

Tresillian in Clarence, Grafton service,
24 January 2023

Tresillian Muswellbrook Family Care Centre, 25 January 2023

Tresillian in Western, Cowra,
1 February 2023

Tresillian Southern Goulburn,
24 February 2023

Tresillian 2U Mobile Van Service, Bathurst, 2 March 2023





Clinical Streams

Aged Health, Chronic Care, Rehabilitation, General Medicine, General Practice, Endocrinology and Andrology	68
Anaesthetics and Pain Management	70
Cancer Services and Palliative Care	71
Cardiovascular	72
Drug Health Services	72
Gastroenterology and Liver	74
Medical Imaging	76
Mental Health	76
Neurosciences, Bone, Joint, Connective Tissue and Plastic Reconstructive Surgery	79
Oral Health	79
Public Health	80
Feature: COVID-19	82
Renal Medicine and Urology	85
Respiratory and Critical Care	85
Virtual Health	86
Women's Health, Neonatology and Paediatrics	86

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

Clinical Director

Associate Clinical Professor John Cullen

Deputy Clinical Director

Professor Ian Caterson

Clinical Manager

Debra Donnelly

Operations Manager

Julie-Ann O'Keeffe

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 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 4576 residents. Assisting local RACF residents to access appropriate healthcare is one of the responsibilities of the Stream.

Highlights:

- Commissioned the emergency Hospital in the Home (eHITH) model, a community-based service working in collaboration with Ambulance NSW, focusing on delivering specialist care in the home for people over the age of 65. More than 230 referrals have been received with 95 per cent of clients seen remaining in their home
- Officially launched the Centre for STRONG Medicine Concord in June, building on the Balmain Hospital model. STRONG Medicine (Strength Training, Rehabilitation and Outreach Needs in Geriatric Medicine) helps older adults with chronic disease and frailty optimise their physical function and mental wellbeing, through evidence-based strength, balance and aerobic training combined with an individual diet plan
- Continued to build relationships with residential aged care providers through RACF Outreach, a community of practice has commenced in collaboration with the Central Eastern Sydney Primary Health Network with Infection Prevention and Control the focus this year

- Continued to run Ambulatory Care Services for those with chronic diseases
- RPA Diabetes service awarded accreditation as a Diabetes Centre of Excellence by the National Association of Diabetes Centres. RPA Diabetes Centre is one of only five diabetes services across Australia to receive the prestigious award recognising excellence in diabetes care, innovation, education and research and introduced a new District-wide Diabetes model of care
- Secured Primary Health Network funding for operation of the Care Finders Program until 2025 connecting vulnerable older Australians to aged care services
- Celebrated the 30th Anniversary of the Community Visitors Scheme (CVS) – a program that recruits and matches volunteers to culturally isolated residents of Aged Care Homes for friendship visits and were successful in a public tender for CVS funding until 2026
- The Ortho Geriatric Service at Concord Hospital has been announced by the Australian and New Zealand Hip Fracture Registry (ANZHFR) as the 2023 Winner of the Australian Golden Hip Award Best Performing Australian Hospital

Did you know?

- Community Aged Health teams completed 26,115 home visits to older residents in 2022-23
- The Aged Health Home Based Occupational Therapy service worked with 1738 older residents in their own homes in the District to maximise their safety, including installation of equipment and recommendations for home modifications
- Aged Health assessed 5023 older residents for access to Commonwealth aged care services



Anaesthetics and Pain Management

Clinical Director

Dr Michael Paleologos

Operations Manager

Cindy Wong

The Anaesthesia and Pain Management is a new Clinical Stream for 2023, combining the disciplines of Anaesthesia and Pain Management. Although the stream has a narrow focus, Anaesthesia represents the largest single medical discipline in the District. Its scope of service includes support for surgical and interventional procedures across the District, as well as Obstetric analgesia, participation in the Trauma Team and Cardiac Arrest Team, Advanced Airway support to the Emergency Department and ICU, and Anaesthetic Allergy Testing.

The Anaesthetic Service also manages the Preadmission Clinic and the Perioperative Service to ensure patients are appropriately prepared for their procedures. The Anaesthetic Service is part of a range of multidisciplinary teams including Neurointervention, ECMO, Burns, Liver Transplant, High Risk Obstetrics, and the Advanced Gastrointestinal Program. The return to business as usual activity post-COVID has seen increasing demands for anaesthetic support.

Similarly, Pain Management Services have returned to full inpatient and outpatient activity, with significant service demand to be addressed due to the COVID-19 pandemic. The Services continue to work on developing new models of care to alleviate some of the demand. Opioid Stewardship has been a significant focus of clinical governance activity, and will be a continuing priority in partnership with Pharmacy to ensure the District provides the highest quality care in this domain. Moreover, Pain Management Services continue to increase their collaboration with Anaesthesia in the preoperative assessment and planning, and postoperative management of patients with complex pain issues to provide the best care for patients undergoing complex surgery.

Highlights:

- Established the Anaesthesia and Pain Management Clinical Stream in November 2022, with increased collaboration and development of District-wide Acute Pain Management protocols a highlight for this first year
- Launched Florence in the RPA Preadmission and Pain Clinics to improve patient communication, improve efficiency, and reduce the reliance on paper-based documentation
- Improved activity reporting metrics for Anaesthesia and Pain enabling better planning for delivery of services
- Increased contribution to education and research under the leadership of the Nuffield Chair of Anaesthesia with over 25 peer-reviewed publications and \$1.4 million in grant funding, major contributors the 2023 Australian and New Zealand College of Anaesthetists Annual Scientific Meeting held in Sydney
- Successful return of the Jobson Symposium Education Meeting following the COVID-19 pandemic response, generating essential funding for research activities
- Refurbished the RPA Chronic Pain Clinic including installation of a mural by Aboriginal artist Lee Hampton
- Championed ongoing sustainability initiatives including the introduction of paper recycling into operating theatres and reduced use of anaesthetic gases that contribute to global warming

Did you know?

The District's Preadmission Units are amongst the busiest outpatient clinics in the District, providing over 39,550 occasions of service each year, and helping to ensure patients are appropriately prepared for their surgical or interventional procedure



Cancer Services and Palliative Care

Clinical Director

Associate Professor Ilona Cunningham

Deputy Director

Associate Professor Ghauri Aggarwal

Clinical Manager

Eleanor Romney (Acting)

Over the course of this year the Cancer Services and Palliative Care stream has seen a gradual return to pre COVID-19 pandemic delivery of care. Over 3900 inpatients and 122,600 outpatients have received care.

The Specialist Palliative Care Service continues to operate under a model encompassing hospital consultancy, inpatient, ambulatory and community palliative care. This year we developed the Specialist Palliative Care Strategic Plan 2023-28, and multiple programs to give people greater choice about where they receive care at the end of their life. This includes improving access to bereavement counselling services, development of senior nurse-led programs

and volunteer programs, as well as enhancements to dedicated palliative care Allied Health positions to provide holistic, comprehensive care.

Developments in immunotherapy, targeted therapy and cellular and molecular therapy offer additional therapeutic options for patients. The RPA CAR-T Cell program continues to expand and is producing excellent outcomes for the 100 patients so far, from across the District and beyond.

Two Aboriginal Cancer Care Coordinators were appointed this year, to work with Aboriginal patients to navigate the health system during their cancer journey. The GPCanShare program continues to work to bridge gaps between specialised cancer services and primary health care providers, with a focus on integrated and shared care.

This year has also seen the completion of the Oncology Haematology electronic Medical Record (OHeMR) project, to enable a fully integrated chemotherapy protocol and clinical documentation solution. A new purpose built Infusion Centre was commissioned and built at RPA Hospital.

Cardiovascular

Clinical Director

Len Kritharides

Operations Manager

Karinya Bellear (Acting)

The Cardiovascular Stream has re-established business as usual levels of activity following the COVID-19 pandemic response in all clinical domains whilst maintaining high quality patient care and excellence in research.

At RPA Hospital, Cardiothoracic Surgery continues to play a pivotal role in extracorporeal membrane oxygenation (ECMO) and the Structural Heart Program. The RPA Vascular Surgery Department continued to perform complex procedures both in the hospital and participated in collaborative care initiative to maintain vascular surgical KPIs until the end of 2022 and performed first in Australia Thoracic Aortic side branch procedures in 2023. RPA Cardiology has now re-established its invasive and non-invasive service to pre-pandemic levels, and further developed its specialised services including expansion of the Adult Congenital Heart Disease (ACHD) program conducting outreach services across NSW and the new Sports Cardiology Clinic. The Structural Heart program delivered integrated care provided by Cardiology, Cardiothoracic Surgery, Vascular Surgery, Anaesthetics and Geriatric Medicine to successfully deliver percutaneous aortic, mitral and tricuspid valve procedures, including first in man triclip procedure in collaboration with the ACHD service. Increasing numbers of device implantations and complex electrophysiology ablations were observed including the introduction of Pulse Field Ablation for the treatment of atrial fibrillation.

At Concord, the Cardiology department established the safe introduction of PFO closure and atrial appendage closure in the catheterisation laboratory, as well as increase in volume of pacemaker and defibrillator implantations and electrophysiology diagnostic services. The department expanded its specialty outpatient clinics including a new clinic in Cardiac Sarcoid as well as ongoing speciality clinics in Heart Failure, Pulmonary Hypertension, Muscular Dystrophy. The Vascular Surgery Department is expanded its education and research activity with integrated outpatient clinical care for renal access, multidisciplinary care for complex geriatric patients and patients with PAD, Diabetes foot clinic

with strong vascular input, integrated wound care clinic and established new research and education partnerships with Sydney Health Partners, the University of Sydney and the Heart Research Institute. The Vascular Medicine Department had substantially increased activity between 2021-23 period and successfully implemented the State-wide RIS/PACS imaging, reporting and billing system in the Vascular Laboratory.

The Cardiology service at Canterbury hospital continues to grow, providing both inpatient and outpatient imaging and clinical services and the post COVID re-establishment of the rapid access heart failure clinic led by Cardiologists and Heart Failure Clinical Nurse Consultants.

Drug Health Services

Clinical Director

Professor Paul Haber

This Stream provides a range of treatments and interventions at hospitals and health centres across the District to address the needs of people who use substances and experience related harms. This Stream also works with community groups to address local concerns relating to substance use activity and public amenity. Services include withdrawal management; opioid treatment; clinical toxicology; a court diversion program; harm reduction including the Needle Syringe Program and primary healthcare for people who inject drugs; assertive outreach: counselling; tobacco cessation clinics; substance use in pregnancy and parenting services; and hospital consultation and liaison.





Gastroenterology and Liver

Clinical Director

Professor Geoff McCaughan

Clinical Manager

Skye Cooke

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 Hospital is the only site in NSW that performs adult liver transplants, one of two sites for peritonectomies in NSW, the largest site in Australia for performing pelvic exenterations and provides a quaternary service for patients suffering from intestinal failure.

Concord Hospital has recognised tertiary referral services that include oesophageal and bariatric surgery. The inflammatory bowel disease (IBD) services at Concord and RPA Hospitals are leading multidisciplinary services providing new treatment options for patients with IBD. Concord Hospital's Upper Gastrointestinal (UGI) Department also provides bariatric surgery services for the District.

There are specialised endoscopy units at RPA and Concord Hospitals that perform around 12,000 procedures a year. This includes procedures such as gastroscopies, colonoscopies, sigmoidoscopies and oesophageal dilatation.

Hepatology service and clinics are provided at RPA, Concord and Canterbury Hospitals. Chronic hepatitis B (HBV) and hepatitis C (HCV) viral infections are among the leading causes of preventable deaths worldwide and prevalence rates are high within the District. New antiviral agents will lead to a significant reduction in these rates with anticipated eradication of Hepatitis C as a public health concern by 2028.

Highlights:

- Performed the 1000th Pelvic Exenteration Surgery at RPA in July 2022
- Performed the 100th Retroperitoneal Sarcoma Surgery at RPA in May 2023
- Established a second Direct Access Colonoscopy service for the District at Concord Hospital
- Enhanced the Anaesthetic Support for Endoscopy Units at both RPA and Concord Hospitals
- The RPA Upper GI Service hosted a Pancreatic Cancer Conference in November 2022 to raise awareness for Pancreatic Cancer

Did you know?

- RPA has the largest cohort of pelvic exenteration patients treated by a single institution worldwide
- RPA has completed 85 Liver transplants in 2022-23

Medical Imaging

Clinical Director

Professor Michael Fulham

Director Operations

Rueben Haupt

Over the last year as the restrictions with the pandemic began to ease, the Medical Imaging Stream continued to provide essential diagnostic imaging scans and therapeutic procedures for patients in the District's hospitals. The imaging technology we use in the Medical Imaging Stream varies in complexity from simple plain digital x-rays to MRI scans and PET-CT scans. In October last year, the PET-CT service began at Concord Hospital in the Concord Department of Molecular Imaging supporting the new Cancer Centre and the Radiation Oncology service and the number of scans are increasing with FDG being supplied from the TGA-licensed Department at RPA.

The new State-wide PACS-RIS was implemented across the District, replacing the system which was first introduced across NSW in 2008. The new system has provided better tools for clinicians who order scans and review them for the patients and for the Imaging staff in the Stream who carry out the scans and report them. In the PACS-RIS project, the Medical Imaging Service ensured that the best voice recognition software was implemented across the District and also improved data analytics which will help drive efficiencies in the business activities of the departments.

The Medical Imaging Stream is extensively involved in the planning for the Departments of Radiology and Molecular Imaging in the \$940 million RPA Redevelopment.

Mental Health

Clinical Director

Dr Andrew McDonald

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, Joint, Connective Tissue and Plastic Reconstructive Surgery

Clinical Director

Associate Professor Roger Garsia

Clinical Manager

Jeremiah O'Sullivan

This Stream encompasses a range of services including chronic pain, rheumatology, trauma, all orthopaedic services, ophthalmology, neurosurgery, ear nose and throat surgery, clinical immunology, infectious diseases, HIV medicine, allergy services, plastic and reconstructive surgery and the entire range of neurology and associated neuroscience services. These services are provided at District, tertiary and quaternary levels both to patients living within Sydney Local Health District and across NSW, with a strong and innovative research and education component. They are provided within the District and selected outreach services were delivered in rural and regional areas.

Highlights:

- Returned to pre-COVID levels of activity
- Contributed to Mpox response with effective vaccination strategies
- Concord Hospital Orthopaedic Team recognised with a Golden Hip Award, as one of the top 10 hospitals in Australia recognised for the care provided to patients presenting with hip fractures
- RPA became the first site in Australia to achieve Diamond status from the World Stroke Organisation
- Implemented world first model of care for patients following clot retrieval in the Acute Stroke Unit instead of ICU
- RPA Neurology Department commenced a face to face consultancy service with Aboriginal Medical Centre, Redfern

- RPA Neuropathology Department world first diagnosis of a female professional athlete with CTE which will assist with ongoing research in the area of traumatic brain injuries and long term effects of concussion.

Oral Health

Clinical Director

Professor Sameer Bhole AM

General Manager

Dr Jason Cheng

Sydney Dental Hospital provides level six oral health services, which support eligible residents of NSW for their tertiary and quaternary oral health needs. There are currently 160 public dental chairs at Sydney Dental Hospital 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 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 healthcare and has implemented programs for vulnerable communities experiencing poor oral health. Oral Health also continues to support and strengthen relationships with a number of educational institutions to create a future dental workforce. We invest in oral health research to foster evidence-based practice.

Public Health

Clinical Director

Dr Leena Gupta

General Manager

Dr George Johnson

The main role of the Public Health Unit relates to functions to protect the health of the public from communicable diseases, environmental health threats and to promote the health of the public. The Unit has functional teams in communicable disease control, epidemiology, environmental health, immunisation, and research.

There were over 100,000 cases of COVID-19 notified in Sydney Local Health District from 1 July 2022 to 26 June 2023, and the Public Health Unit has continued to help limit the spread of COVID-19, by supporting residential aged care facilities (RACFs) and other group settings with COVID-19 outbreaks. In collaboration with our Aged Care Outreach Service, the Public Health Unit has responded to over 165 outbreaks in residential aged care facilities (RACFs) in the District in 2022-23 with peaks in notifications in August and December 2022, and May 2023. COVID-19 continues to be the primary cause of outbreaks in RACFs however, Respiratory Syncytial Virus (RSV) became notifiable in NSW from September 2022, and we have seen several RSV and influenza outbreaks as we approach the winter respiratory illness season.

The Public Health Unit also responds to other communicable disease notifications. In 2023 received 15,304 notifications of non-COVID notifiable conditions, the majority of which were sexually transmitted infections (including Chlamydia and Gonorrhoea) and respiratory infections (including Influenza and Respiratory Syncytial Virus (RSV)). In addition, in line with State trends, we've seen increases in intestinal and travel associated infections such as shigellosis, salmonellosis and gastroenteritis.

On 20 May 2022, Mpox (previously known as Monkeypox) became a notifiable disease, and the Public Health Unit received notification of the first confirmed Mpox case in June 2022. A collaborative process was set up with RPA Sexual Health, the District's Infectious Disease and Microbiology Service, and medi-hotel teams to support a coordinated multidisciplinary approach to case and

contact management. Of the 43 Mpox cases notified in NSW in 2022-23, 15 (35 per cent) were in Sydney Local Health District. Public Health staff provided a significant contribution to the development and review of the Mpox response in NSW. Members of the Communicable Disease and Immunisation teams also assisted with the rollout of the Mpox vaccination program.

The School Vaccination Program provides age appropriate and catch-up vaccination in high schools for children across years 7 to 10, with more than 23,000 vaccine doses this year.

The Environmental Health team completed 224 legionella surveillance samples (cooling water systems, warm water systems, ice machines) within the District hospital network as part of the state-wide independent legionella hospital sampling project. The team followed up a number of Legionella cases and exposures.

Environmental Health provided advice and input on human health risk assessments related to public swim sites, risk assessments to assess public health and environmental health risk associated with recycled water management. The Unit also provided feedback to the Department of Planning, Environment, and Infrastructure on multiple State Significant Developments.

The Public Health Unit continues to support many trainees across medicine, environmental health, and Aboriginal public health. In November, the Unit celebrated the completion of our first public health nurse traineeship. The traineeship is unique in Australia and sees the trainee complete a Master of Public Health combined with on-the-job training involving four rotations over a two-year period.

Public Health Research Analytics and Methods for Evidence (PHRAME) is a new service. The collaborative initiative with the University of Sydney, has a focus on population-based data and harnessing diverse data types to generate actionable evidence, to help District services develop responses and inform decisions about the provision of care.



Did you know?

- The Public Health Unit received 15,304 notifications of non-COVID notifiable conditions, the majority of which were sexually transmitted infections (including Chlamydia and Gonorrhoea) and respiratory infections (including Influenza and Respiratory Syncytial Virus (RSV))
- The school vaccination program has administered 23,000+ vaccine doses so far this year to school children across the years 7 to 10
- 100,290 cases of COVID-19 were notified in the District from 1 July 2022 to 26 June 2023

COVID-19

On 5 May 2023, the World Health Organisation announced that COVID-19 “no longer constitutes a public health emergency of international concern (PHEIC)”, signalling the end of the COVID-19 pandemic phase.

According to the World Health Organisation (WHO):

COVID-19 is a 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.

COVID-19 in Australia

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

Sydney Local Health District activated its COVID-19 response in January 2020. It has been an extraordinary period in the history of NSW Health and in Sydney Local Health District.

According to the Sydney Local Health District Public Health Unit

Between 22 January 2020 to 5 May 2023:

- More than 3.7 million COVID-19 case notifications in NSW
- 327,164 in Sydney Local Health District
- 52,212 hospitalisations in NSW within 14 days of a COVID-19 diagnosis and 5039 deaths within 28 days of diagnosis
- In Sydney Local Health District there were 5745 hospitalisations within 14 days of a COVID-19 diagnosis and 439 deaths
- We cared for more than 23,000 people in Special Health Accommodation
- We supported the largest vaccination program in history, giving more than 1.6 million vaccinations in more than 100 locations

3.7 million+

COVID-19 case notifications in NSW and 327,164 in Sydney Local Health District

23,000+

people were cared for in Special Health Accommodation

1.6 million+

We supported the largest vaccination program in history, giving more than 1.6 million vaccinations in more than 100 locations



Sydney Local Health District response milestones timeline:

- 30 January 2020**
Opened the first COVID-19 Testing Clinic in NSW at RPA
- 3 February 2020**
Opened first virtual hospital in Australia
RPA Virtual Hospital
- 9 March 2020**
Established Flying Squad to support efforts at Sydney Airport
- 25 March 2020**
Set up Special Health Accommodation to provide 24/7 comprehensive care for returning overseas travellers and later members of the community in self-isolation
- 22 February 2021**
RPA Vaccination Centre opens as one of the first three hubs in NSW
- 10 May 2021**
Mass Vaccination Centre opens at Sydney Olympic Park
- 16 June 2021**
First Delta case identified in NSW
- 1 July 2021**
Suppression stage of the Pandemic starts
- 28 November 2021**
Omicron Variant in confirmed NSW cases
- 15 December 2021**
Public Health restrictions ease in NSW in line with the reopening roadmap
- 1 January 2022**
Mitigation stage of the Pandemic begins
- 18 February 2022**
Most public health restrictions ease
- 12 October 2022**
Reporting of Rapid Antigen Tests (RATs) no longer mandatory
- 5 May 2023**
The World Health Organisation announces that COVID-19 “no longer constitutes a public health emergency of international concern (PHEIC)”, signalling the end of the COVID-19 pandemic phase



Renal Medicine and Urology

Clinical Director
Professor Steve Chadban

Operations Manager
Camilla Cameron

The Renal Medicine and Urology Clinical Stream was established in late 2020 to provide comprehensive, District-wide care for people with disorders of the kidney and urinary tract. The Stream brings together experienced physicians, surgeons, nurses, allied health, research, administration and support staff who work together to provide world-class care for patients. The teams work across the District to provide inpatient and outpatient services to the community through RPA, Concord and Canterbury hospitals, in addition to outreach services to rural centres throughout NSW. The District is world renowned for its transplantation services, expertise in clinical trials, excellence in cancer surgery, and the provision of a full range of inpatient and outpatient services. Incorporation of research and continuing education into daily practice ensures that the Stream remains at world leading standard.

Did you know?

- Over 50,000 sessions of haemodialysis are provided in Sydney Local Health District each year
- RPA's Professor Kate Wyburn named President Elect of the Transplantation Society of Australia and New Zealand
- Outcomes from the Better Evidence for Selecting Transplant Fluids (BEST-Fluids) trial, led by Professor Steve Chadban, will change clinical practice worldwide for transplant patients. Over 100 RPA patients participated in the trial. The results of the Medical Research Future Fund (MRFF) grant funded research were published in the high impact journal, The Lancet.

Respiratory and Critical Care

Clinical Director
Professor Paul Torzillo

Clinical Manager
Skye Cooke

The Critical Care Stream provides services at Balmain, Canterbury, Concord and RPA Hospitals. Services provided include: 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.

There were over 176,400 presentations to our Emergency Departments between July 2022 and June 30 2023 and 1900 occupied bed days in our intensive care services.



Did you know?

- Celebrated one year of virtual intensive care service, vICU
- RPA Research Medal recipient and respiratory physician, Professor Tamera Corte has discovered a new genetic link in patients with Pulmonary Fibrosis

Virtual Health

Clinical Director

Dr Owen Hutchings

Virtual Health is an innovative, dynamic and constantly evolving Clinical Stream that uses strong clinical governance to build on previous Digital and Telehealth expertise in order to extend the reach of the District's clinical services whilst delivering high quality clinical care to patients in their place of residence. RPA Virtual Hospital (rpavirtual) is the pinnacle facility for Virtual Health in Sydney Local Health District and incorporates Sydney District Nursing in partnership with the Virtual Care Centre.

Highlights:

- Provided subject matter expert clinical advice to the NSW Health and Sydney Local Health District Virtual Care Taskforces which include ACI, eHealth and Consumer representation as well as to the District's Telehealth Oversight Committee
- Partnered in significant research collaborations with multiple stakeholders including Digital Health CRC, eHealth, Sydney Research, Institute for Musculoskeletal Health, RPA Green Light Institute, Digital Health and Innovation and the University of Sydney. An example was the ReMoTe study which examined the use of remote oximetry monitoring to provide Virtual Care to respiratory patients
- Collaborated with Sydney Health Partners as a member of the Virtual Care Clinical Academic Group (CAG) which translates contemporary research into sustained clinical practice
- Delivered hospital level Virtual Trauma care to patients in the community with low severity injury via a specialist nursing service
- Piloted the delivery of peri-procedural surgical and medical care to patients in the District's Medihotel. This partnership built on COVID-19 pandemic learnings from Special Health Accommodation (SHA) to enable the provision of virtual medical support to onsite nursing staff in facilitating early acute hospital discharge including of rural and remote residents
- Coordinated complex care needs for frequent presenters to ED and NSW Ambulance via the ED to Community MDT case conference program. This team uses Virtual Care to provide an alternate access point to community and non-hospital based healthcare services

- Innovated in the design and implementation of the rpavirtual Emergency Department (rED) to provide co-ordinated virtual Emergency Medicine Specialist support to NSW Ambulance, Far West Local Health District's Broken Hill Emergency Department and the community. This builds on the advisory role rpavirtual played in the establishment of Virtual ICU (vICU) at RPA

Women's Health, Neonatology and Paediatrics

Clinical Director

Professor Jonathan Carter

Principal Midwifery Manager

Jacinta Selby

Operations Manager

Louise Treloar

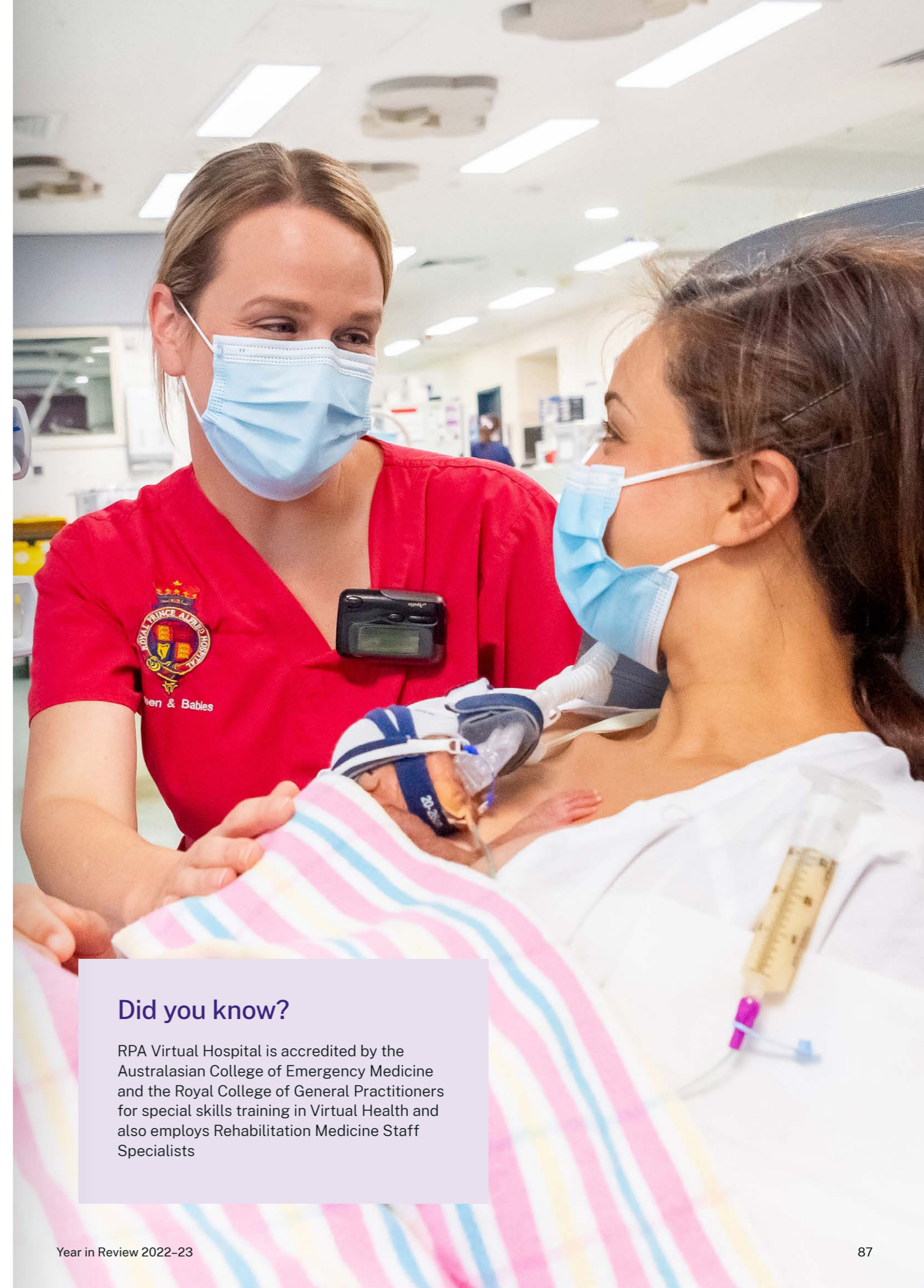
Despite the impact of the COVID-19 pandemic, activity across the Stream remains strong. This is testament to the strength and hard work of all our staff, who have strived under difficult circumstances to provide the very best care possible to the women, children and families we care for.

Our obstetric/maternity outpatient visits at RPA were 77,180, 28,082 at Canterbury and 4589 at Concord. Our birthing numbers at were 3634 births at RPA and over 1264 at Canterbury. RPA has established an Aboriginal Midwifery Group Practice to provide Aboriginal women and their families with a culturally safe, midwife led model of care.

Neonatology Departments at RPA and Canterbury are integral to our Stream. At RPA there were 886 admissions and 3463 outpatient attendances, whilst Canterbury there was 168 admissions.

The Paediatric Department at RPA continues to see an increase in outpatient attendances from 531 in 2017-18 to 5545 in 2022-23, there were 1684 outpatient visits at Canterbury Hospital.

Our gynaecology services were impacted by COVID, but numbers of appointments for service remained high with 556 gynaecology out-patient visits at Concord, 781 visits at Canterbury and 4890 at RPA. The RPA Gynaecology Service is the busiest public gynaecology service in NSW.



Did you know?

RPA Virtual Hospital is accredited by the Australasian College of Emergency Medicine and the Royal College of General Practitioners for special skills training in Virtual Health and also employs Rehabilitation Medicine Staff Specialists



Research & Innovation

Sydney Innovation Precinct for Health Education and Research and Sydney Biomedical Accelerator	90
Sydney Research	92
A snapshot of Research in Sydney Local Health District	94
Clinical Research Institutes	96
Research Awards	98
Digital Health and Innovation	100
Feature: Innovation Week 2023	102

Sydney Innovation Precinct

Health.Education.Research

In 2022, the Sydney Innovation Precinct Council was established as the central strategic oversight body to facilitate collaboration between the major institutions and key stakeholders in Camperdown. Paul Robertson AO was appointed as inaugural Chair and Adjunct Associate Professor Vicki Taylor as the inaugural Executive Director.

Leadership

The Council has senior executive representation including Paul Robertson AO, Chair, Precinct Council, The Hon John Ajaka, Board Chair and Dr Teresa Anderson AM, Chief Executive Sydney Local Health District, Adjunct Associate Professor Vicki Taylor, Executive Director of Sydney Innovation Precinct and Sydney Research, Professor Emma Johnston AO, Deputy Vice Chancellor, Research and Professor Robyn Ward AM, Pro Vice Chancellor, Medicine and Health University of Sydney, and Joseph Carrozzi, Board Chair of the Centenary Institute.

Purpose

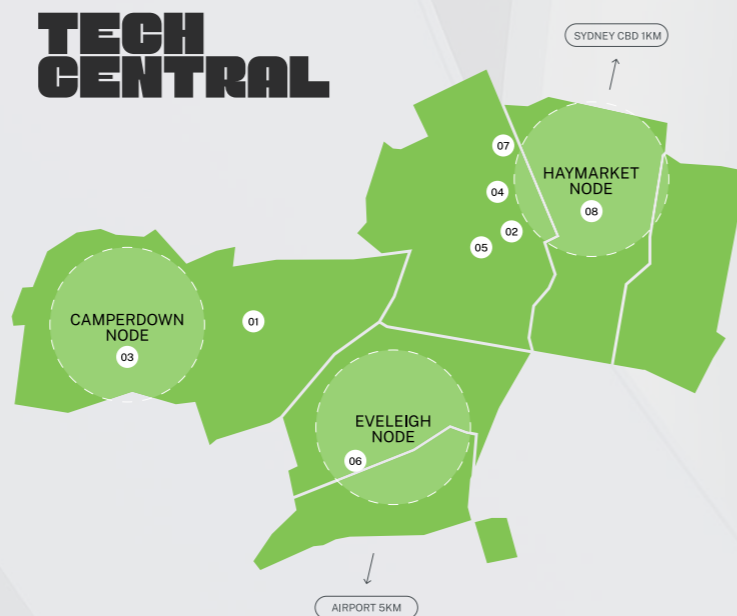
To drive collaboration, coordination and connection between Australia's leading health, research and education institutions. To strengthen capacity and capabilities. To drive pioneering research, innovation and discovery.

To further strengthen the identity of Camperdown as a global destination for health-related research, innovation and education.

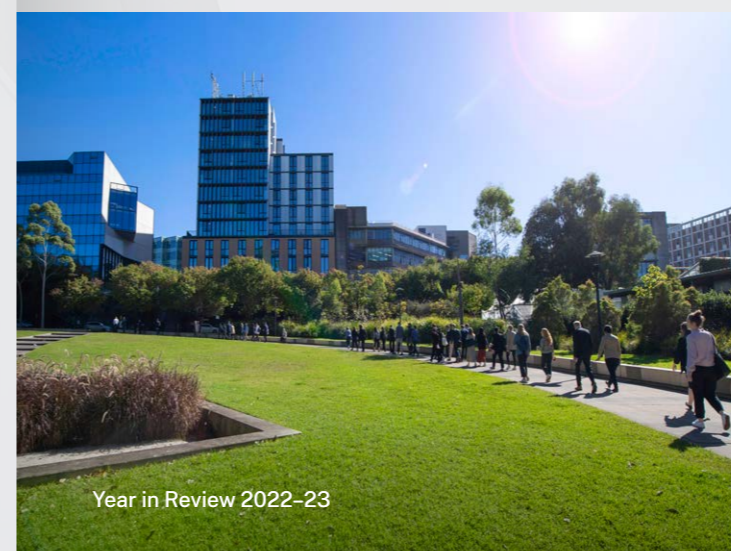
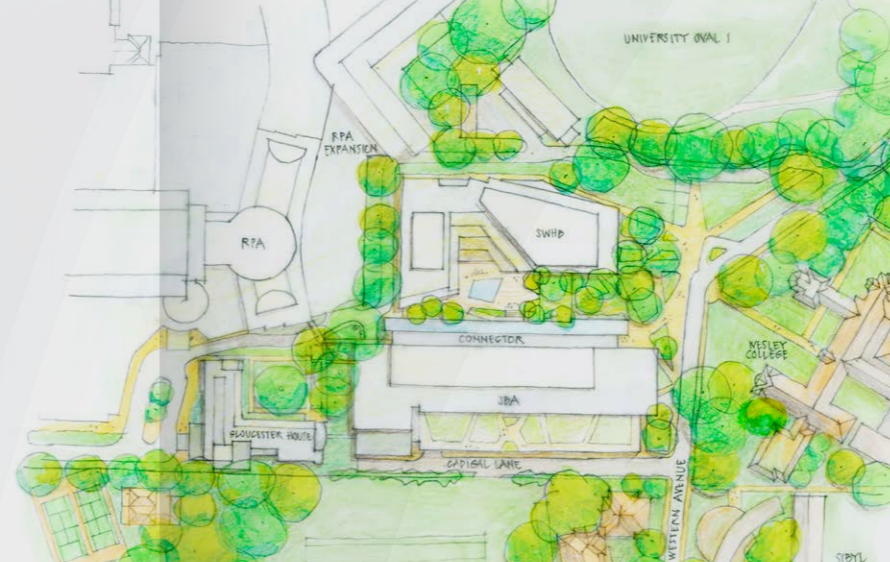
The University of Sydney and Royal Prince Alfred Hospital have partnered to solve some of the world's most complex problems for over 140 years. Both internationally renowned, they are ranked as one of the top 20 universities and top 100 hospitals in the world.

It is Australia's longest standing health and academic partnership.

The Sydney Innovation Precinct elevates this partnership. It brings together medical research institutes, centres of excellence and industry partners as an ecosystem for discovery. The Precinct is also referred to as the Camperdown Node of the Tech Central Lighthouse Precinct.



- KEY
- 01 University of Sydney
 - 02 University of Technology Sydney
 - 03 Royal Prince Alfred Hospital
 - 04 TAFE NSW
 - 05 University of Notre Dame
 - 06 Carriageworks
 - 07 Powerhouse
 - 08 Central Station
- Activity nodes: Camperdown node - Bio-medical tech
Eveleigh node - Digital and creative tech
Haymarket node - Deep tech



Sydney Biomedical Accelerator



The Sydney Biomedical Accelerator (SBA) is a visionary partnership between the University of Sydney, Sydney Local Health District and the NSW Government.

The SBA brings together clinicians, researchers, scientists, academics, industry and our first Medical Research Institute collaborator, The Centenary Institute to solve the world's most complex health problems.

The SBA will consist of over 36,000m² of state-of-the-art research and teaching facilities, including a Biomedical Advanced Manufacturing Facility, Biobank, GMP Facility for Cell and Molecular Therapies, Pre-Clinical Imaging, Surgical Learning and Anatomy Teaching facility, and one of Australia's largest highly specialised infectious diseases laboratories.

Two new eight-storey buildings are scheduled for completion in 2027.

Highlights

- Successful submission of a Strategic Business Case for the Sydney Biomedical Accelerator. The NSW Government has committed \$150 million to support the establishment of a new research facility on the Royal Prince Alfred Hospital campus. Combined with the existing investments of the District, University of Sydney and philanthropic donors, the SBA is a state significant development of more than \$650 million
- Progressed design development and planning for the SBA, with 27 project user groups and working groups involving clinicians, academics, researchers, and scientists to assess the needs, requirements and vision for the future facility in preparation for the State Significant Development Application. Construction is due to commence in early 2024 with completion expected in 2027
- Officially opened the Innovation Hub at Gloucester House, marking the first activation of the Sydney Biomedical Accelerator. The Innovation Hub is a shared collaboration space for clinicians, researchers, scientists, students, academics and industry partners
- Contributed to a range of events, webinars and walking tours to raise awareness about research and innovation activity across the Sydney Innovation Precinct

Established in 2013, Sydney Research is a collaborative network that focuses on strengthening the medical research and innovation pipeline within Sydney Local Health District and across the Sydney Innovation Precinct.

It is our purpose to drive collaboration between institutions, to build research capacity and capabilities, and support staff involved in research or innovation development.

Sydney Research has 28 partnering organisations, involved in 7 collaborative networks, closely collaborating with 26 inter-government agencies and Health Districts across NSW.

Highlights:

- Continued to be part of the Tech Central collaboration and in strategic, infrastructure and planning initiatives to strengthen the partnerships between the major organisations in the region including Royal Prince Alfred Hospital, Atlassian, University of Sydney, University of Technology Sydney, Notre Dame University, Carriageworks, TAFE NSW, City of Sydney, Inner West Council, Canva, Cicada Innovations
- Supported the ongoing maintenance of over 10 funding schemes and grants to support specific research initiatives, clinical trials, early career researchers, and the involvement of clinical staff in research. Reviewed and coordinated the submission of a number of grant applications to schemes under the Medical Research Future Fund, National Health and Medical Research Centre, and NSW Health
- Continued to support projects under the NSW Health Translational Research Grant Scheme with over \$6.5 million awarded to date across nine projects led by staff of Sydney Local Health District
- Continued to lead initiatives to recognise and strengthen the involvement of community members in the design, implementation and evaluation of research – including a new state-wide measure for community involvement in research
- Hosted international delegations from Canada, France, New Zealand, and Israel to showcase the Sydney Innovation Precinct, Sydney Biomedical Accelerator, and leading research and clinical trials occurring across and within Sydney Local Health District
- Enhanced digital communication strategies, including the launch of a new website and growing the Sydney Research network to over 5000 followers across Twitter, LinkedIn and our weekly digital newsletter
- Continued to work closely with Franklin Women to supporting women in the health and medical research sector, including through the Franklin Women Mentoring Program and the Dr Teresa Anderson AM Carers Scholarship

28

partnering organisations

7

collaborative networks

26

inter-government agencies and health districts across NSW



A snapshot of Research in Sydney Local Health District

Sydney Local Health District is committed to a culture where research is embedded within clinical care and has established structures, including the Clinical Research Centre and a number of Institutes to facilitate high quality research to improve patient care.

Highlights:

- Achieved 'Performing Status' – the highest rating available, for Research Ethics and Governance review times from the Office for Health and Medical Research at both Concord and RPA Hospitals. Our Research Ethics and Governance Offices performed above the state average and processed 558 Ethics and 599 Governance applications
- Provided ongoing support to researchers to help navigate research ethics and governance processes and provide responses to Committees. Our offices offered a range of drop-in clinics and short presentations to provide researchers access to individualised support
- Implemented a soft launch of the NSW Health Clinical Trial Management System across our Clinical Trials departments. The system maintains and manages planning, performing and reporting functions, along with participant trial information, and tracking deadlines and milestones

- Participated in the clinicaltrialsNSW Community of Practice. The Community has been established for collaboration and professionalisation of clinical trials in NSW Health Local Health Districts and Medical Research Institutes
- Further developed our Research Coordinator Network, providing an expanded set of resources, forums and assistance to our staff responsible for supporting research and clinical trials across our District
- Enhanced resources available to our staff undertaking research, with significant development of the Sydney Local Health District Research Intranet and Website. The platforms provide opportunities for researchers to showcase their activity and access a suite of tools, resources and information. Over 235 event and training opportunities and 267 grant funding opportunities have been shared
- Our Research Data Managers have continued as key contributors to the international REDCap Consortium
- Delivered outstanding research symposia and events including Sydney Innovation Week, Allied Health Research Conference and Nursing and Midwifery Symposium



Sydney Local Health District

More than 7090 clinical trials have been conducted across the District since 1979

7090

There are approximately 730 active clinical trials across Sydney Local Health District in 84 departments

730

Sydney Local Health District academics and employees were contributors to more than 1970 publications in the 2022 calendar year. 87 discussed the impact of the COVID-19 pandemic

1970



22 high impact journal publications such as The New England Journal of Medicine, The Lancet, JAMA, BMJ and Nature and Nature Communications

22

There were more than 2400 active research studies (including clinical trials) in the District in 2022

2400

The District's clinical units participated in 488 research grants that were either active in 2022 or newly awarded in 2022

488

Clinical Research Institutes

Our Clinical Research Institutes tackle key health challenges through novel interventions.

ANZAC Research Institute Concord

A biomedical research institute operated in honour of veterans and their families. Supports innovative collaborative research linking scientists, clinicians and community



Concord Institute of Academic Surgery

Utilises the diversity of interprofessional surgical teams to lead innovative solutions to key surgical challenges. Supports surgeons and researchers to foster international collaborations and transform evidence into implementation practices

Edith Collins Centre

Australians are widely exposed to alcohol drugs and toxins leading to a major impact on health and healthcare services. The Edith Collins Centre focuses on translation of evidence into better treatment in hospitals and the community

Institute for Musculoskeletal Health

A partnership between Sydney Local Health District and The University of Sydney with a focus on optimising musculoskeletal health and promoting physical activity in health, aged care and community settings

Institute for Precision Medicine & Bioinformatics

Facilitates the practice of precision medicine to drive innovative models of research, clinical care/prevention, and build capacity in bioinformatics to enable progress



RPA Green Light Institute

A hub for collaborative and translational research in emergency medicine. Focuses on high impact acute medical conditions including trauma, stroke, cardiac, mental health and sepsis

RPA Institute for Academic Medicine

The linkage between research, teaching and clinical care leads to an exemplary cycle of discovery, innovation and excellence in healthcare. Supporting clinicians and researchers ensures RPA will continue its leadership role in patient care



RPA Institute of Academic Surgery

Supports and promotes surgical research and education through innovative programs, initiatives and technology, including robotic surgery and 3D printing of surgical devices

Sydney Institute for Women, Children and their Families

A central hub for research, education and policy relating to health and social well-being of women, children and their families

2023 Research Awards

Sydney Research Awards and Scholarships

The Sydney Research Awards and Scholarships Program celebrates research excellence across the Sydney Research partnership.



Annual Health Research Infrastructure Award

An early career researcher award that recognises an individual with high research potential in basic science research

Winner: Dr Anthony Cutrupi

Clinician Researcher Scholarship

Designed to encourage and support clinicians seeking to pursue a clinical research career

Joint Winners: Dr Chu Luan Nguyen and Dr Charles Risbey

Health Informatics Research Scholarship

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

Winner: Dr Jeremy Tan

Research Excellence Award for Best Publication

Winner: Professor Christine Lin

For 'Opioid analgesia for acute low back pain and neck pain (the OPAL trial): a randomised placebo-controlled trial'

Research Supervisor Award

Recognising the outstanding achievements of a research supervisor

Winner: Professor Christine Lin

Young Researcher Award

Recognising outstanding performance from an early career researcher

Winner: Dr Joshua Zadro



Clinical Trials Awards

The Excellence in Clinical Trials awards recognise and celebrate the outstanding achievements of Sydney Local Health District staff working in clinical trials.

Excellence in Clinical Trial Support Award

This award recognises the outstanding achievements of staff supporting clinical trial activity in the District

Winner: Melissa Kermeen
Clinical Nurse Consultant, Department of Gastroenterology and Liver Services, Concord Repatriation General Hospital

Melissa has over 10 years of experience in clinical trials. She coordinates both pharmaceutical and investigator-initiated research and manages around 30-40 protocols at any given time. She manages trial feasibility, finance, budget and contract negotiations, study start up, training of department staff, patient recruitment and retention, ethics submission and reporting and auditing of sites participating in our research.

Clinical Trial of the Year Award

The Clinical Trial of the Year Award recognises the outstanding achievements of the District's staff members that advance clinical practice and save or improve the lives of patients through investigator-driven clinical trials in Sydney Local Health District

Winner: Professor Ian Harris AM

The CRISTAL Randomised Trial – Effect of Aspirin vs Enoxaparin on Symptomatic Venous Thromboembolism in Patients Undergoing Hip or Knee Arthroplasty

Blood clots are a common and feared complication of hip and knee replacement surgery. Surgeons have been using two main drugs to prevent clots after joint replacement: aspirin and heparin. Over recent years, aspirin has been favoured, despite a lack of high-quality evidence to support it.

The CRISTAL study was the first high quality study to compare these two common drugs; it involved over 20,000 patients from 31 hospitals and showed that heparin was significantly more effective than aspirin in preventing clots. This suggests that most surgeons (over 95 per cent of surgeons in the US use aspirin for this purpose) should change practice. The results of this study, which were published in a leading medical journal (JAMA), will influence clot prevention after this common operation for years to come.

Digital Health and Innovation

Our District has a proud track record as a leader in Digital Health, Research and Innovation that supports both clinical and corporate excellence.

We use technology to support the delivery of clinical services, conduct world class research and teaching, and manage our organisation.

Our clinicians, researchers and support staff are continually exploring new ways to use digital technologies to improve the services we provide to patients and their families.

To realise these opportunities, we continue to invest in building secure and sustainable digital infrastructure and foster a digital-ready workforce, so that we are able to harness the potential of advancements in health technology.

By co-designing Digital Health with our patients, staff and the community, the District ensures our solutions work for everyone, and improve their experiences.

Highlights:

- Launched our flagship program Florence in many outpatient services at Concord and RPA Hospitals, including Women and Babies, Dermatology, Fetal Medicine, Gastroenterology and Liver, Respiratory Medicine, Orthopaedics, Pain and Plastics, Preadmission, Urology, Orthotics and Colorectal
- Piloted a new telehealth solution at 50 Residential Aged Care Facilities in Sydney Local Health District
- Commenced an Oncology and Haematology eMR solution at RPA and Concord Hospitals
- Implemented HWAN Proxy for improved internet traffic management and filtering and introduced a new vulnerability scanning tool
- Upgraded the hyperconverged server infrastructure hosted at RPA Cloud Data Centre for new services including PET CT at Concord Hospital

- Launched the TOTO pilot in the RPA Hospital Emergency Department, enabling tap on/tap off for clinicians and a follow me desktop
- Awarded the third highest score in the Asia Pacific region for Health Information Management Systems Society (HIMSS) digital health maturity in 2022-23

Digital Health in numbers 2022-23

- 48,520 tickets raised through ServiceNow
- 1,010,400,000 eMR transactions, averaging 8.5 million transactions daily
- 11 million electronic medical orders, averaging 137,220 orders daily
- 262,415 clinical notes documented, averaging 3582 daily
- 486 eMR enhancements or new features implemented
- Over 10,600 eMR user accounts provisioned
- 224,666 virtual calls or meetings via virtual platforms (Zoom, Teams and myVirtualCare). This includes clinical and non-clinical calls



Feature:

Innovation Week 2023

For more than a decade, Sydney Local Health District has brought together staff, partners and community to collaborate, share ideas and showcase innovation in our district.

Held over five days, the event featured more than 200 presenters with 3500 tickets booked and an additional 1500 virtual viewers.

Special features included the official launch of Sydney Education as part of our Staff Health and Wellbeing Day, our Patient and Family Experience Symposium, which focused on the needs of young people in our health system and transitions in care.

We celebrated the resilience of remarkable female leaders in our District who shared their very personal connections to our health system at our annual Women's Leadership Breakfast.

We wrapped up the week at the Seymour Centre as part of our major event partnership with the University of Sydney. The two day conference featured the *Coming Together, Building Together* artwork by Lee Hampton, an interactive colouring wall, presentations, panel discussions, conversations with patients and consumers, performances, the Pitch, the Big Idea and a great debate.

We'd like to thank everyone involved in Sydney Innovation Week 2023.



The Big Idea

An innovation and commercialisation challenge.

Clinicians and researchers are invited to present very early stage ideas, including development of theories, methods, treatments, devices, technology or systems. Successful ideas focus on optimising healthcare design, delivery and outcomes.

This year Dr Emma Charters won both the 2023 Big Idea and People's Choice Award receiving \$65,000 in pre-seed funding and professional services of IDE Group for her device Restorabite, an innovation to restore jaw functionality in patients with cancer.

Associate Professor Omid Kavehei was awarded the 2023 Big Idea Runner-Up and received \$25,000 in pre-seed funding for BrainConnect, an device for predicting and preventing epilepsy events.



Our Education

Sydney Education

106

SYDNEY EDUCATION

Think. Learn. Grow.

In Sydney Local Health District, we invest in programs to support our staff, so they can be at their best. We are committed to providing our staff with the skills they need to provide excellent services to our patients, their families and our community.

Our Sydney Education Team works to support our staff in their careers, to develop their skills for today and into the future. We want our staff to **Think. Learn. Grow. with us.**

That's what Sydney Education is all about.

Located in the grounds of Callan Park at Rozelle, Sydney Education is a beautiful learning and collaboration space. Sydney Education offers a wide range of learning opportunities each year with a large number of courses and programs delivered face-to-face and more than 2000 courses online.

Our face-to-face courses and programs support staff in clinical practice; communication and relationships; leadership and management; education and research; health and wellbeing; work health, quality and safety; people, culture and values; project management and change management.

Sydney Education is a delivery site of the NSW Health Registered Training Organisation which allows us to offer contextualised qualifications to our staff. We deliver qualifications that range from Certificate II to Graduate Diploma level.

Highlights:

- Launched Sydney Education, officially re-branding the Centre for Education and Workforce Development to better align with the needs and expectations of staff
- Launched the Sydney Education Strategic Plan 2023-28
- Launched a new Sydney Education website
- Recruited 23 Lived Experience Educators to ensure that the voice of lived experience is embedded in the development and delivery of education



1,189,100
clinical placement hours were delivered to 5485 students

165,176
online modules were completed by staff across the District

24,338
individual enrolments in courses delivered by Sydney Education staff

226
qualifications issued





Our Staff

Workforce Services	110
Feature: Our People Matter	111
Sydney Innovation and Excellence Awards	114

Our Staff

Our District workforce is a diverse and dedicated team who come to work every day to make a difference in the lives of others.

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

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

About Workforce Services

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

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

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

Highlights:

- Launched the Workforce Strategic Plan 2023-28, building our inclusive workplace and enhancing the capabilities of the future workforce
- Launched the Aboriginal Workforce Action Plan 2023-28, reinvigorating our ongoing commitment to cultural safety and inclusion, enhancing the experiences and opportunities for our Aboriginal community
- Launched a new working with us website
- Raised awareness of our employer brand by launching a LinkedIn Page and won the Best Employer Brand in the LinkedIn Talent Awards for Academic and Government employers with over 10,000 staff
- Developed and launched the Workforce Diversity Talent Pool as part of our Aboriginal and Disability Employment Strategy
- Redesigned our Recruitment Unit workflow with our specialists managing and expediting recruitment and giving back time to managers
- Redesigned Disability Resources and refreshed our intranet site in collaboration with stakeholders across the District including Workforce Teams
- Launched the Sydney Local Health District Service Recognition Program, celebrating over 6000 individual staff members contributions to the community and our public service
- Participated in a successful international nursing and midwifery recruitment campaign which attracted approximately 136 nurses to the District

Did you know?

- Our District Workforce Reporting Team produces over 5000 workforce reports per annum
- Sydney Local Health District is leading the State in the completion of Performance Development Reviews in the Performance and Talent system
- There were 3065 advertised positions for the District and 4710 letters of offer sent to applicants in the 12 month reporting period



Our People Matter

Each year Sydney Local Health District takes part in the People Matter Employee Survey.

In 2022, 49 per cent of our staff completed the survey. Sydney achieved the highest results across all themes when compared to other Local health Districts in NSW.

Employee engagement: 67%
(5% higher than the State average)

Employee engagement is an individual's connection to their organisation. It is a global measure of employee experience. Many factors influence engagement: leadership, a positive and inclusive work culture, wellbeing, manager support, accountability, and flexible work to name a few.

Job satisfaction: 71%
(5% higher than the State average)

Job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

Wellbeing: 62%
(5% higher than the State average)

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

Customer Service: 73%
(6% higher than the State average)

Customer means the people who you or your organisation provide a service to.

Culture Index: 65%
(7% higher than the State average)

Workplace culture is the environment that you create for your staff. It is the shared norms, values and beliefs that guide how our staff approach their work and interact with each other. Workplace Culture is the character and personality of the organisation.

Action Taken on Results: 49%
(10% higher than the State average)

Indicates the confidence of staff that actions will be taken as a result of completing the survey. Each year the Workplace Culture and Safety Action Plan is developed from the results of the previous survey.

Feature:

Our People Matter



Connie Muthee
Diversity and
Inclusion Officer

Where do you work in Sydney Local Health District?

I work in the District's Workforce Diversity and Inclusion Portfolio within the Workforce strategy and Culture team.

What do you do?

My job focuses on diversity and inclusivity in the district. We strive to attract and recruit people from a variety of backgrounds, including those with disabilities, to bring fresh perspectives and experiences to our organisation. We also prioritise the education and development of our staff and managers to establish a secure, equitable, and welcoming work environment for all members of the Sydney Local Health District team.

Why do you do what you do?

Advocacy, equity, and social justice. I think it's imperative that organisations fully embrace diversity and inclusion and provide equal opportunities for their workforce and the community.

What's the best thing about your workplace?

In my workplace, there is a strong emphasis on fostering diversity and inclusivity. I find working in healthcare to be extremely fulfilling. Being a member of the Sydney Local Health District team has been a truly remarkable experience that aligns with Ann Wilcock's (1999) principles of doing, being, becoming, and belonging. I truly appreciate the sense of camaraderie that I share with my colleagues and the diversity of perspectives that we bring to the table.

What's the nicest thing a colleague has ever done for you?

From the very beginning, my colleagues welcomed me with open arms and helped me get settled into my role. I love coming to work every day knowing that I get to collaborate with such wonderful individuals.



John Burgess
Workforce Planning, Diversity
and Inclusion Manager

Where do you work in Sydney Local Health District?

I work in the District Workforce Services portfolio in the Workforce Strategy and Culture team.

What do you do?

I facilitate the alignment of our organisational strategies, systems and processes to help improve workforce effectiveness.

Why do you do what you do?

Making a real difference for an individual, their family/carer and friends is the most rewarding part of my role and a significant driver of the passion I bring to work every day. Enabling workforce solutions, collaborating with compassionate, empathetic, visionary and dedicated colleagues every day is an absolute pleasure that ensures the impact we make today is felt long into the future.

What's the best thing about your workplace?

I have the great honour of working in a supportive, flexible and happy environment every day. Each day provides new and evolving challenges and opportunities and our team is testament to how diversity in processes and decision making ensure creative and effective problem-solving and solution finding, with impactful outcomes for all.

What's the nicest thing a colleague has ever done for you?

Working within NSW Health for over a decade my experience has always been that it attracts kind, dedicated and passionate people. I have been on the receiving end of colleagues going above and beyond to help in times of need. These moments are what makes an exhausting and stressful day memorable.



Megan Chan
Senior Workforce Advisor

Where do you work in Sydney Local Health District?

Workforce, Concord Repatriation General Hospital.

What do you do?

In my role, I partner with managers and staff to provide advice, guidance and support across all areas of workforce management in order to build capability which contributes to an engaged, high performing and capable workforce.

Why do you do what you do?

To be able to deliver value to the organisation through supporting and building a capable and quality workforce. I enjoy being able to work with others on a range of matters and initiatives to be able to collaboratively achieve outcomes which impact the workplace in a positive way.

What's the best thing about your workplace?

Being part of a workplace which encourages diversity and inclusion.

What's the nicest thing a colleague has ever done for you?

A colleague going above and beyond to support and mentor me, which helped me to grow both professionally and personally.



Anna McGowan
Aboriginal Workforce
Officer

Where do you work in Sydney Local Health District?

I work in the District's Aboriginal Workforce portfolio, within the Workforce Strategy and Culture team.

What do you do?

My role provides support and direction in growing our Aboriginal workforce, working closely with our local Aboriginal Communities to identify and to remove barriers for Aboriginal people when applying for positions. I support our Aboriginal workforce leading initiatives around cultural safety and awareness, with an aim of providing equality and advocacy for all.

Why do you do what you do?

True desire is not about just making a living it is about making a difference and this is what aspires me in my role. This position is one of privilege.

What's the best thing about your workplace?

I matter, Aboriginal Workforce matters, my voice matters and our strong Aboriginal voices are being heard.

What's the nicest thing a colleague has ever done for you?

I am part of a team where we laugh together, we share our stories, we trust, support, and enjoy each other's company. Leadership is strong and inclusive, and no tale is too long, and no request is too difficult. I wouldn't be anywhere else.

Innovation and Excellence Awards 2022

These awards shine a light on the extraordinary people and projects in the District who have made a significant difference to our patients, community and each other over the past 12 months.

Delivering integrated care

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

Highly commended

Podiatry care for high risk patients during COVID-19
High Risk Foot Service, RPA and Concord Hospitals

Remote paediatric dental care provision during COVID-19
Sydney Dental Hospital

Winner

vICU – Keeping people on Country
Digital Health and Innovation

vICU, is a Virtual Intensive Care service that links the RPA Hospital critical care team with ICU at Broken Hill Hospital, to provide around-the-clock monitoring and peer-to-peer support. Since it launched in early 2022, patient outcomes have already improved. More importantly, vICU has reduced the number of transfers from regional Broken Hill to metropolitan hospitals in Adelaide or Canberra, keeping people on Country, with community and close to home.

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

Next generation psychiatric ketamine treatment clinic
Professor Marie Bashir Centre, RPA Hospital

Camperdown, Marrickville and Redfern Acute Care Service
Community Mental Health Services

Winner

The Walker Unit
Concord Centre for Mental Health

The Walker Unit is a first of its kind in New South Wales, offering highly specialised and intensive treatment for adolescents with complex and severe mental health conditions. Despite complex presentations and challenging conditions throughout the pandemic, there have been zero seclusion events in over two years.

Education and workforce development

Supporting our people is one of our most important investments in delivering excellence in health and healthcare for all.

Highly commended

Masked communication education
Speech Pathology, Concord Hospital

Workforce safety during the pandemic – mask strategies to optimise utilisation
Centre for Education and Workforce Development

Winner

Project ECHO – Improving best practice care for people with complex mental health conditions
Clinical Services Integration and Population Health and Mental Health Services

Project ECHO provided healthcare education through video conferencing to professionals. They were trained to provide mental health support to patients presenting with eating disorders, intellectual disability and general mental health. By participating in ECHO sessions, healthcare providers from diverse settings meet

regularly over video conferences and develop a ‘community of practice’ over time. District partnerships improved across primary care, including private, non-governmental and NDIS sectors and other local health districts and speciality networks across New South Wales.

Health equity, diversity and inclusion

We are committed to ensuring that our District and the services we provide are inclusive of all people in our community regardless of race, gender, sexuality and faith – and that everyone feels accepted, welcomed and valued.

Highly commended

Breast Cancer Concierge Program
Population Health

Community pharmacies and peer-led pop up HIV and Hepatitis C testing at Riverwood
Population Health

Winner

Jarjums Connections
Health Promotion Unit and Aboriginal Health Unit

Jarjums Connections connects children to the three District Aboriginal Health animals (whale, goanna and eel) through music, story book and yoga influenced poses. It’s an eight-week train-the-trainer program delivered by early childhood educators to children, families and educators in Early Childhood Education and Care Services.

Keeping people healthy

Keeping our community healthy is one of our key priorities.

This includes raising awareness of healthy choices and improving the overall health and wellbeing.

Highly commended

Boarding House Project
Homeless and Rough Sleepers Program, Clinical Services Integration

Active Ageing Network
Population Health

Winner

Riding the Delta wave in a complex environment
Emergency Operations Centre, Sydney Local Health District

During the COVID-19 Delta wave, the District Emergency Operations Centre facilitated a person-centred response to vulnerable and marginalised communities. They worked with the cultural support team, vulnerable person’s team, flying squad, Public Health Unit and local community. They collaborated with welfare groups, housing providers, local governments, the Animal Rescue Cooperative and other non-government organisations. They conducted more than 4800 swabs, provided more than 500 PPE packs and more than 200 food hampers. They even provided more than 80 pet hampers for cats, dogs and birds. Aside from food hampers and much-needed supplies, they also conducted 32 formal site infection prevention and control and social work assessments.

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 will find relevant.

Highly commended

More than just teeth – an holistic approach to ensuring patient safety
Oral Health Services

Winner

Virtual safety briefing
Neonatal Intensive Care Unit, RPA Hospital

Each day, the multidisciplinary team in NICU hold a virtual safety briefing to discuss key clinical and social focuses for the upcoming shift. This is an innovative approach to clinical handover, based on recommendations that multidisciplinary communication is a major contributing factor in provision of safe patient care.

Transforming patient experience

Patient-centred care is at the heart of our strategy. Every patient experience is an opportunity to deliver on our shared vision, and this category recognises the projects which have transformed patient experiences.

Highly commended

MAD, Monitoring Assessing Dental, Project
Sydney Dental Hospital

Using 3D tech to revolutionise orthopaedic prosthetics
Orthopaedics, RPA Hospital

Winner

Pelvic Mesh Service
RPA Hospital

The RPA Multidisciplinary Pelvic Mesh Service started in February 2021, contacting women who had complications relating to pelvic mesh implants, dating back to 2007. So far, the service has cared for and supports 214 women to manage ongoing health complications relating to pelvic mesh implants. In January 2022, the service received ethics approval to conduct research into the model of care and patient satisfaction rates.

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 across our District.

Winner

Olivia Nixon
President of 'Little Wonder', RPA Neonatal Intensive Care Unit parent support group

Olivia founded and leads Little Wonder - a dynamic group of volunteers who share their

lived experience to support parents of babies receiving care in NICU. Little Wonder has raised more than \$250,000 for: specialist equipment including a humidicrib; parent support including counselling and overnight rooms; and a Beads for Newborns Program, which marks newborns' milestones. Little Wonder also funds a NICU Employee of the Month recognition program, and provides bags for vulnerable families and uses social media to raise the profile of prematurity across Australia. The difference Olivia and Little Wonder have made to patient's experiences of NICU is significant and immeasurable.

Cleaner of the Year

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

Winners

Rajesh Khadka
Balmain Hospital

Jane Thomas
Canterbury Hospital

Aben Tawk Thawng
Concord Hospital

Ni Wayan Monika Sofian
Croydon Health Centre

Anup Sharma
Croydon, Marrickville and Redfern Health Centres

Cam Giang
Neonatal Intensive Care Unit, RPA Hospital

Jin Kook Mok
Sydney Dental Hospital

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

Milorose Felipe
Clinical Nurse Consultant, Pelvic Mesh Service, Royal Prince Alfred Hospital

Bonnie Fonti
Clinical Nurse Specialist at the Royal Prince Alfred Hospital Neonatal Intensive Care Unit

Winner

Dr Amelia Lewis
Senior Clinical, Neuropsychologist, Community Health

Amelia Lewis was nominated by Jacqueline Small, Team Leader of the Disability Specialist Unit.

Amelia is a role model for promoting positive cultural change, supporting parents with resilience education, and inspiring colleagues through her participation in the Innovation Week Great Debate and Community Health Forums. Amelia lead a rapid switch to telehealth, managing a major transformation of the Disability Specialist Unit model of care; which reduced the waiting list by a third. In August 2022, Amelia ran the District's first ever training course on the use of evidence-based assessment tools for children with developmental difficulties. Her many journal publications address intersectional disadvantages for vulnerable culturally and linguistically diverse consumers and their families who require targeted social care support.

Partnership of the Year

This award goes to a team, or teams, who have collaborated with strategic partners to deliver exceptional initiatives to radically alter the future of the care we provide to patients, families and the community.

Winner

Sydney Biomedical Accelerator partnership initiative between the New South Wales Government, Sydney Research and University of Sydney

The Sydney Biomedical Accelerator will be a state-of-the-art biomedical research complex. It will fast track real-world health outcomes by integrating fundamental, clinical and patient-centred research. As a keystone for the Camperdown precinct it will be positioned to collaborate with industry and start-ups as part of a hospital, university and technology innovation ecosystem.

Recognition of Excellence in COVID-19 response

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

Winner

Associate Professor Lauren Troy
Respiratory Staff Specialist, RPA Hospital

In October 2021, Lauren played a significant role in the creation of two District Post-COVID Respiratory Clinics at Royal Prince Alfred and Concord Hospitals to provide comprehensive follow up in the outpatient care setting. The clinics were set up to provide the ongoing functional assessment and rehabilitation that patients needed beyond the care provided in initial admissions. To set up these clinics, Lauren worked with peers and patients in a truly collaborative and multidisciplinary response to specific patient needs.

Service of the Year

This award goes to a team, or teams, who have transformed their processes to deliver exceptional patient and family-centred care during a challenging year for our services. due to the COVID-19 pandemic response.

Winners

Canterbury Hospital Emergency Department

Concord Hospital Emergency Department

RPA Hospital Emergency Department

Our Emergency Departments (ED) staff have done incredibly well to achieve good outcomes while COVID-19 continues to influence patient flow and infection control affects care delivery. Patient attendances are up, yet our highest acuity patients are mostly seen within ten minute timeframes. Consumer compliments and thanks continue for our ED staff as they recognise how hard and efficiently our staff work, under all types of difficult circumstances.





Our Environment

Planning	120
Procurement	120
Sydney Sustainability Program	122
Capital Infrastructure & Engineering	124

Planning

The Planning Unit supports the District's Strategic Planning.

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.



Major planning in 2022-23 included development and extensive consultation for the new Sydney Local Health District Strategic Plan 2024-29; Canterbury and Concord Hospital Clinical Services Plans to support future redevelopments of the Hospitals, Capital Investment Planning; supporting the District's engagement in the development of the Tech Central Innovation Precinct; urban development planning, consultation and response coordination; supporting Clinical Stream, Service and Strategy planning across the District.



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.

Goods and Services

During 2022-23, The District processed almost 113,000 requisitions for goods and services, totaling over \$699 million, including COVID-19 related expenses.

Health Savings Program – NSW Health State-wide Contracts

The District achieved contract savings of over \$8 million, predominantly for major state-wide health medical consumable, prostheses, pharmacy, and corporate contracts during 2022-23.

DeliverEASE

In partnership with HealthShare NSW, the District rolled out the DeliverEASE system across clinical wards and areas of RPA Hospital. The DeliverEASE system aims to transform medical consumable supply chain management by optimising processes and delivering improved inventory visibility and management controls.

Clinician Engagement in Procurement

Clinicians and other subject matter experts participated in the evaluation of state-wide health contracts during 2022-23 that supported improved patient outcomes while optimising value for money.

Procurement Academy

The District Procurement, Contracts and Supply Service participated in the development of the NSW Health Procurement Academy with the Ministry, and was the first District in the state to have managers complete the full three day course.



Did you know?

- Procurement processed over 113,000 requisitions for all goods and services across the District during 2022-23
- The District is currently managing more than one thousand active contracts for goods and services
- Nearly 5.4 million surgical face masks were used across the District during 2022-23



Sydney Sustainability Program

Sydney Local Health District has an aspiration to be Australia's cleanest, greenest healthcare service 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.

Sustainable future

In 2022-23 developed a new Environmental Health and Sustainability Plan 2023-27. It has identified seven key action areas: energy, water, procurement, travel and transport, food and nutrition, waste and recycling and built environment.

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

This year the Sydney Sustainability Program has supported over 20 new sustainability initiatives across our services.

Highlights:

- Launched the District's Environmental Health and Sustainability Plan 2023-27
- Launched Blister Pack recycling at Concord Hospital Pharmacy. Over 170,000 empty blister packs are expected to be separated and recycled into plastic and aluminium for remanufacture into new products over 12 months
- Installed new solar panels across RPA, Concord, Canterbury and Balmain Hospitals to capture and use renewable solar energy
- Launched coffee cup recycling program at RPA
- Installed a new 5000 litre rainwater harvesting tank at Concord Hospital to irrigate hospital gardens
- Canterbury Hospital Pharmacy Department diverted over 200 high quality COVID Rapid Test delivery boxes from waste recycling, instead donating them to local schools and child care centres for craft storage boxes

Did you know?

Coffee Cup Recycling

Coffee cups can't be recycled through traditional recycling streams due to their waterproof lining which is usually plastic or plant based. RPA is redirecting coffee cups headed for landfill to instead be remanufactured into road base, construction materials and composite plastics.



Capital Infrastructure & Engineering

Capital Works

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

Other Highlights:

- Supported the early works program for the \$940 million redevelopment of RPA Hospital, delivering the capital works fit out for Biomedical Engineering, the Medical Training and Assessment Unit and mortuary access early works
- RPA HealthOne Green Square
- Biomedical Engineering managed 18,896 clinical devices, performed 16,062 preventative maintenance tasks and completed 5668 corrective repairs
- Engineering Services managed 16,639 assets. There were 37,257 maintenance work requests
- Progressed heritage stoneworks at RPA Hospital as part of ongoing heritage building remediation in collaboration with the Department of Planning and Environment.

Did you know?

Capital Infrastructure and Engineering services and maintains 35 emergency backup generators across the District to guarantee there is no disruption to life-saving medical equipment, and areas that require essential power supply



New Infusion Centre, RPA Hospital



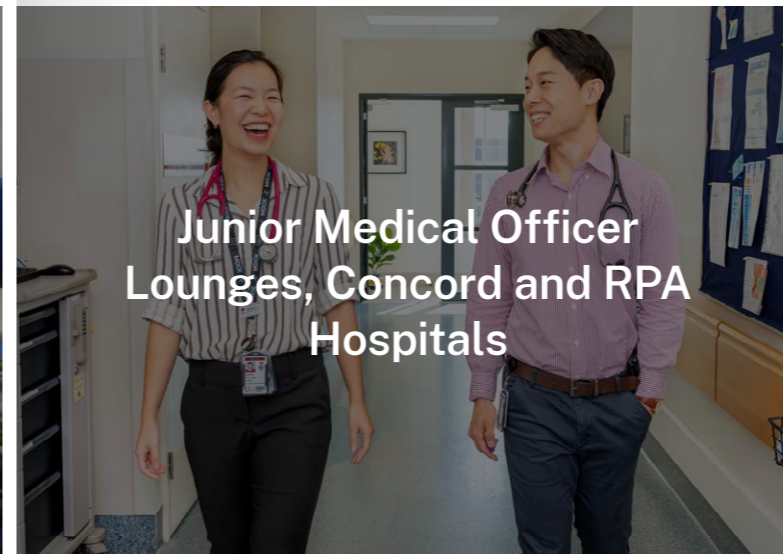
PET Suite, Concord Hospital



SBA Innovation Hub, Gloucester House, RPA Hospital



New Aboriginal Cultural Lounges, Canterbury and Concord Hospitals



Junior Medical Officer Lounges, Concord and RPA Hospitals



New Education Centre, Canterbury Hospital



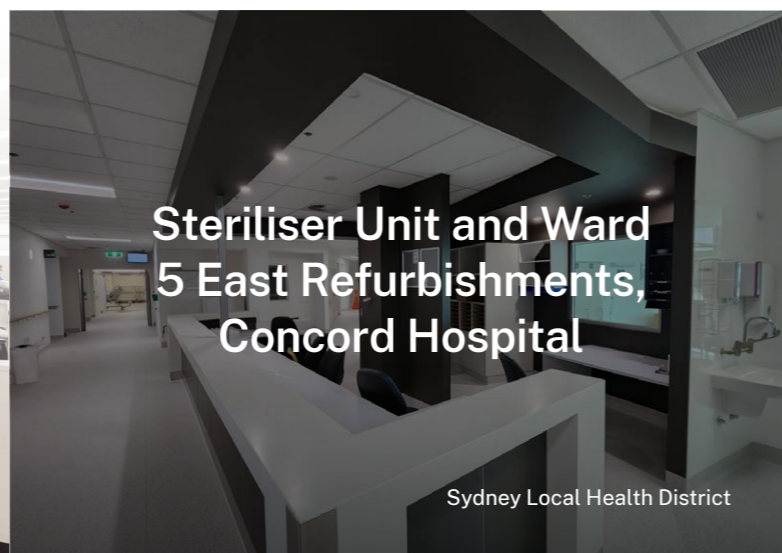
Specialist Offices and Dentistry Lab refurbishment, Sydney Dental Hospital



Stacey House upgrades, Balmain Hospital



Adolescent Unit Refurbishments, Rivendell



Steriliser Unit and Ward 5 East Refurbishments, Concord Hospital



CT Scanner Replacement project, RPA Hospital



Revitalised balustrades, Yaralla House, Dame Eadith Walker Estate



Our Organisation

Financial Snapshot	128
Activity Data	130
Our Board	132
Our Executive Team	138
Feature: Our Stories	140
Service Directory	150

Financial Snapshot

In 2022-23 Sydney Local Health District spent \$2.3 billion providing healthcare to the people of NSW.

A total of \$1.4 billion was staff-related expenses and a further \$72 million went towards Visiting Medical Officers (VMOs). Other operating expenses was \$737 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 \$96 million from patient fees and \$230 million from other revenue sources. We continue to deliver and manage our health services despite 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 2023-24 financial year.

Actual expenses	\$	%
Employee Related	\$1,393,912,000	59.5%
Other operating	\$736,827,000	31.5%
VMOs	\$71,607,000	3.1%
Depreciation	\$91,683,000	3.9%
Grants and Subsidies	\$27,667,000	1.2%
Third Schedule Hospitals	\$14,332,000	0.6%
Other services	\$1,287,000	0.2%
Total expense	\$2,337,315,000	100.0%

Actual revenue	\$	%
Patient fees	\$96,358,000	29.5%
Other revenue	\$230,066,000	70.5%
Total revenue	\$326,424,000	100.0%

Source: Sydney Local Health District Annual Financial Statements for the year ended 30 June 2023



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*	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
Balmain Hospital	1061	2	0.2%	29,340	8.66	19.59	80	97.31%	6976	30,152	83	56,485	2499			
Benevolent Society of New South Wales – Scarba Services												4159				
Canterbury Hospital	19,087	6372	33.4%	57,172	2.72	2.78	157	84.70%	48,916	67,501	185	89,212	2335	48,453	8178	1264
Chris O'Brien Lifehouse – public contracted services	3115	1025	32.9%	40,288	3.88	3.88	110	89.27%	40,288	1644	5	141,563				
Community Health Services												117,463	24			
Concord Hospital	54,458	32,951	60.5%	238,522	3.54	3.72	653	93.29%	143,031	255,682	700	391,220	16,139	43,154	11,731	
ICON												7527				
Royal Prince Alfred Hospital	78,208	39,488	50.5%	305,842	4.41	3.72	838	90.86%	244,881	336,607	922	544,546	25,174	84,867	23,742	3634
RPA Institute of Rheumatology and Orthopaedics	1736	329	19.0%	5476	3.21	3.13	15	66.63%	5464	8218	23	37,255	25,190			
RPA Virtual Hospital												90,780	10,376			
Sydney Dental Hospital												172	169			
Thomas Walker Hospital	195	101	51.8%	1165	5.03	5.03	3	23.17%		5028	14					
Tresillian Family Care (Canterbury/Willoughby/Wollstonecraft/Nepean)	5604	167	3.0%	19,688	3.46	3.46	54	71.32%	19,684	27,606	76	19,960				
District Total	163,464	80,435	49.2%	697,493	3.84	3.70	1911	95.23%	509,240	732,438	2007	1,500,342	81,906	176,474	43,651	4,898

*Excludes beds in ED and delivery suite.
 **Admitted mental health services are captured under Concord and Royal Prince Alfred Hospitals.



Our Board



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, including being the 21st President of the NSW Legislative Council. He is currently the Chief Executive Officer for Liverpool City Council and was the 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 (until 31 December 2022) 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 eHealth, reporting to the Australian Broadband Advisory Council.



Adjunct Professor Mary Haines

Deputy Chair (since 1 January 2023) 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 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 and Economics, University of Sydney; and Director of Mary Haines Consulting Pty Ltd.



With thanks

The Board, Executive and staff of Sydney Local Health District would like to thank Christine Giles for her 10 years of service. Christine joined the Board in January 2013.

Our Board



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 practicing 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 and held responsible manager status on various ASIC licenses. 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.



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 twenty years experience conducting independent merits based reviews of administrative decisions. Kerry-Anne has also worked in private practice and on a panel of Conduct Reviewers for a local Council in NSW.

Our Board



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 Infrastructure Australia. He 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 licenses. 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 immediate Past 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.



Vale Dr Thomas Karplus

We acknowledge the life and contributions of our friend and colleague Dr Thomas Karplus who led the Vascular Medicine Service at Concord Hospital for nearly 40 years. Dr Karplus was a much loved clinician and manager. He made numerous contributions to the service, the Concord Hospital Medical Community and the wider NSW Staff Specialist Medical Community. Dr Karplus served on the District's board for 11 years. He will be greatly missed.

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

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

Alexandra Wagstaff

Director Aboriginal Health

George Long

Director Allied Health and Chief Allied Health Information Officer

Sarah Whitney

Chief of Staff

Hannah Storey

Director Clinical Governance

Tamsin McVeigh

Director Communication

Sara Everingham

Director Internal Audit

Fleur Harriton

Director Media

David Meddows

Director Partnerships

John O'Grady

Director Performance Monitoring Systems Improvement and Innovation

Lorraine Ho

Director Pharmacy and Chief Pharmacy Information Officer

Rosemary Burke

Director Planning

Dr Pamela Garrett

Director Strategic Health Sourcing

Maria Kokkinakos

Director Strategic Relations

Corryn McKay

Director Sydney Education

Lesley Innes

Director Surgical Program and Academia

Dr Kate McBride

Chief Commercial Officer

Dr Joy Francisco

General Managers

General Manager

Balmain Hospital

Grace Scott

General Manager

Canterbury Hospital

Michael Morris

General Manager

Concord Hospital

Joseph Jewitt

General Manager

Royal Prince Alfred Hospital

Kiel Harvey

General Manager

RPA Virtual Hospital

Miranda Shaw

General Manager

Mental Health Services

Steven Wood

Sydney Dental Hospital and

Oral Health Services

Jason Cheng

General Manager

Community Health

Dianna Jagers

General Manager

Health Centres

Feriale Nasr

General Manager Drug Health

Judy Pearson

General Manager

Population Health

Renee Moreton

General Manager Public Health

Dr George Johnson

Clinical Streams

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

Clinical Director

Clinical Associate Professor

John Cullen

Deputy Clinical Director

Professor Ian Caterson

Clinical Manager

Debra Donnelly

Operations Manager

Julie-Ann O'Keeffe

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

Clinical Manager

Eleanor Romney

Cardiovascular

Clinical Director

Professor Len Kritharides

Deputy Clinical Director

Cardiovascular

Dr Tristan Yan

Operations Manager

Karinya Belleair

Drug Health

Clinical Director

Professor Paul Haber

Gastroenterology and Liver

Clinical Director

Professor Geoff McCaughan

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, Joint, Connective Tissue and Plastic Reconstructive Surgery

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

Clinical Director

Dr Leena Gupta

Renal Medicine and Urology

Clinical Director

Professor Steve Chadban

Operations Manager

Camilla Cameron

Respiratory Medicine and Critical Care

Clinical Director

Professor Paul Torzillo AM

Clinical Manager

Skye Cooke

Virtual Health and RPA Virtual Hospital

Clinical Director

Dr Owen Hutchings

Women's Health, Neonatology and Paediatrics

Clinical Director

Professor Jonathan Carter

Operations Manager

Louise Treloar

Principal Midwifery Manager

Jacinta Selby

Other Clinical Directorates

Director Research

Professor Warwick Britton AO

Chief Medical Wellness Officer

Dr Bethan Richards

Program Director of Surgery

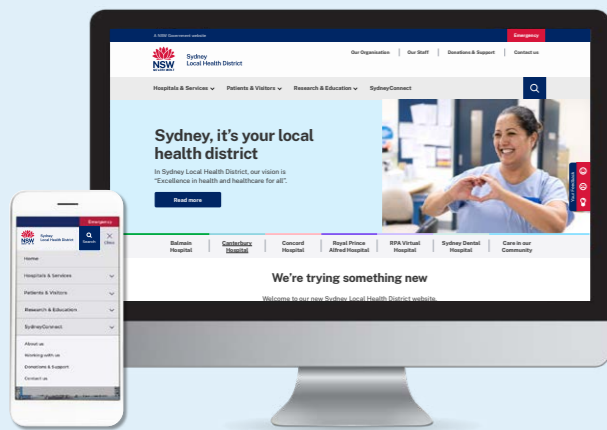
Dr Martin McGee Collett

Program Director of Surgical Strategy and Academia

Professor Michael Solomon

Sydney, it's your local health district

Sydney Local Health District is committed to connecting with our patients and our community. Throughout the year we host a range of events and share stories on a range of platforms including our website, newsletters and social media platforms as well as in partnership with media organisations.



This year, Sydney Local Health District launched a new website to help our community navigate our services. It includes our special news and media hub SydneyConnect, where you can find stories shared by our patients and staff. Here are some of the stories.

To keep up to date, head to slhd.health.nsw.gov.au

Connect with us

Facebook:
[@SydneyLHD](https://www.facebook.com/SydneyLHD)

Instagram:
[@Sydneylocalhealthdistrict](https://www.instagram.com/Sydneylocalhealthdistrict)

X, YouTube and Vimeo:
[@SydneyLHD](https://www.youtube.com/SydneyLHD)

LinkedIn:
[linkedin.com/company/sydney-local-health-district](https://www.linkedin.com/company/sydney-local-health-district)

News, Stories and Media:
slhd.health.nsw.gov.au/sydneyconnect

Feature: Our Stories



Community members share experiences and ideas with executive and staff

A number of local Aboriginal Elders met with executives and staff at Concord Hospital to advise them on matters of importance to their community.

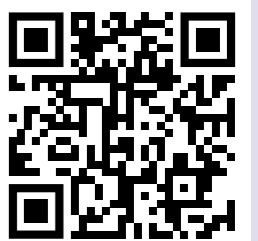
The Elders Advisory Group was established at Concord in 2022 to help further develop strategies to prevent instances of discharge against medical advice, particularly from the hospital's Emergency Department.

At the meeting, Elders reflected on some of their own experiences of presenting to the Emergency Department and shared their ideas for making it a more culturally safe space for Aboriginal people.

An action plan has been developed in consultation with the group, who will share ongoing feedback as the hospital works to implement their strategies.

Did you know?

The RPA Show returned this year, with the support of our staff, production company McAvoy Media and the Nine Network. The RPA Show aired for 18 seasons between 1995 and 2012. The return episode of the much-loved documentary series attracted around 720,000 viewers as it followed some of our patients who bravely and generously shared their stories along with some of the incredible staff at RPA who make a difference every day.



Friendship makes a difference

We celebrated 30 years of the Community Visitor Scheme (CVS) in our District this year with a special event at The University of Sydney's Great Hall.



CVS is a federally funded support program where volunteers visit older people living in aged care facilities, providing friendship and companionship, particularly for those who may be socially isolated.

The District's CVS team recruit, train, and support volunteers from culturally and linguistically diverse backgrounds and match them with residents of the same cultural background and language.

Regular visits from volunteers can help improve the residents' quality of life and reduce feelings of isolation from their culture and heritage.

Our District has more than 150 volunteers, visiting over 200 residents in 75 aged care facilities speaking 28 languages.

Feature:

Our Stories



Dental Health Week at Sydney Dental – “Love your teeth”

Sydney Dental Hospital celebrated Dental Health Week with some help from Dr Rabbit.

Dr Rabbit was at the hospital to give dental health gift bags to young patients and to remind them about the importance of good oral health care.

The theme for this year’s Dental Health Week was ‘love your teeth’.

The Australian Dental Association urged everyone to take care of their teeth with four actions:

1. Brush teeth twice a day with fluoride toothpaste.
2. Clean between your teeth daily using floss or interdental brushes.
3. Eat a healthy, balanced diet and limit added sugar intake.
4. Visit the dentist regularly for check-ups and preventive care.

“At Sydney Dental Hospital and Oral Health Services we’re fully supportive of all the messages for Dental Health Week. Following these simple steps is the key to healthy teeth and thereby a healthy life,” Professor Sameer Bhole AM, the District’s Clinical Stream Director for Oral Health Services and Sydney Dental Hospital, said.

Blessing of Multifaith Prayer Room at Canterbury

Canterbury Hospital held a celebration of spirituality in health and of our multicultural community, holding a blessing of its Multifaith Prayer Room.

The Multifaith Prayer Room at offers patients, their loved ones and staff of all cultural beliefs and backgrounds at the hospital a dedicated place for quiet prayer, reflection, reading and meditation.

The blessing was carried out by Aboriginal elder Uncle Cliff Daylight, who also gave a Welcome to Country, and by Canterbury Hospital chaplains Mohamed Elshafei and Reverend Heather Topp.



“Today is significant because the role of faith and of our chaplains in giving people and their families support in their most difficult hour is incredibly important,” said Joseph.

The event was also attended by Dr Genevieve Wallace, the District’s Executive Director of Operations ; Michael Morris, General Manager of Canterbury Hospital and colleagues from the hospital and across the District.

STRONG Medicine launched at Concord

NSW Health Minister Hon Ryan Park MP joined Sydney Local Health District Chief Executive Dr Teresa Anderson to officially open the STRONG Medicine Clinic at Concord Hospital.



STRONG Medicine stands for Strength Training, Rehabilitation and Outreach Needs in Geriatric Medicine.

The Centre for STRONG Medicine helps older adults with chronic disease and frailty optimise their physical function and mental wellbeing, through evidence-based strength, balance and aerobic training combined with an individual diet plan.

Its team of geriatricians, exercise physiologists and a dietitian aim to enable individuals to maintain their independence, reduce their risk of falls, and avoid hospitalisation.

The Centre is one of the many novel programs within the Aged Health and Rehabilitation care stream to support older people at the hospital.

Pozhet client celebrates 30 years of HIV support

Alice was a young mum of two when she learned that she had contracted HIV.

The diagnosis upended her life; impacting her health outcomes and isolating her from friends and family.

This changed, she said, when she discovered Pozhet.

Pozhet provides support, information and advice to heterosexuals at risk of HIV, heterosexuals living with HIV and healthcare professionals in NSW.

The service began as a volunteer-run organisation and is now a state-wide service funded by the NSW Ministry of Health and hosted by Sydney Local Health District.

As the service celebrated its 30th anniversary, Alice shared her experience.

“I suddenly found my tribe of people and it was the first time I’d ever been in a space where I didn’t have to think and guard my conversation in any way,” she said.

“It gave me this enormous burst of confidence. And so, my life has been quite different since that time.”

Did you know?

Sydney Local Health District won the Best Employer Brand (above 10,000 employees) at the LinkedIn Talent Awards this year?



Feature:
Our Stories

Did you know?

In Sydney Local Health District, we celebrate the great ideas of our staff, investing in their ideas through our Pitch Innovation series. \$1.9 million has been awarded to fund over 80 staff ideas to improve our services.



Child and Family Health Nurses support new mothers

Families in Sydney Local Health District now have enhanced support, with a virtual breastfeeding education program for those with newborn babies available from the comfort of home.

The interactive sessions offer early breastfeeding education and support for parents, mothers or carers with newborns up to two-months-old.

Participants learn from Child and Family Health Nurses and are able to share their experiences, challenges and successes with others.

The topics discussed include breastfeeding position and attachment, baby's feeding and other cues, how to tell if a baby is getting enough milk and maternal self-care and nutrition.



District focuses on people experiencing homelessness

Paul Clenaghan has a crucial role.

As Sydney Local Health District's newly appointed Program Director for Homeless and Rough Sleepers, he's leading a team that aims to improve the health and wellbeing of people experiencing homelessness, or at risk of homelessness.

"Having access to safe and secure housing is a basic human right and critical to the health and wellbeing," he said.

"Our District, in collaboration with our partners, is committed to improving the health outcomes for people experiencing homelessness, and those at risk of homelessness.

"I'm focused on building our capacity to deliver person-centred, integrated care to these vulnerable population groups," he said.

The national peak body for homelessness in Australia, Homelessness Australia, estimates there are more than 116,000 people experiencing homelessness on any given night across the country.

Data shows people experiencing homelessness, or those at risk of homelessness, have higher rates of chronic diseases and multi-morbidities; poorer access to diagnosis, treatment and care; and poorer access to primary and preventative care.

District marks International Day of the Midwife 2023

Ambrose Hansen is excited about beginning her career as a midwife in Sydney Local Health District.

"From a very young age I was like 'I'm going to be a midwife.' Every time someone was pregnant, I would talk to them constantly and if there was a baby around. That was just my personality trait. I was going to be a midwife, then here I am being a midwife!" she said. Midwives provide care for women and their families to ensure they feel safe and supported during their pregnancy, labour, birth, and early parenting journey. They empower women and their families to ensure they can make informed decisions about their maternity care.

As a new graduate registered midwife Ambrose is currently working in the post-natal ward at RPA's maternity unit, caring for women following the birth of their baby.

"It's a very special kind of connection. You get to grow with families," Ambrose said.

Fellow midwife Melanie De Ferranti is a registered midwife at Canterbury Hospital but had an earlier career as a drama teacher. Like Ambrose, she felt becoming a midwife was her calling.

Over a third of women accessing maternity care in the District, receive care through a midwifery continuity model, such as the Midwifery Antenatal and Postnatal Service (MAPS), Canterbury Antenatal and Postnatal Service (CAPS), Midwifery Group Practice (MGP) and The Birth Centre at RPA.

New education scholarship honours mental health

Mental health nurse Steve Douglas was known among his colleagues for his passion for staff education and his role as a mentor to others.



Now, staff education will be a part of his legacy.

Twenty-one clinicians in Sydney Local Health District have been awarded the Steve Douglas Education Scholarship, which will help to fund education opportunities for staff in disciplines across the District's Mental Health Service.

It has been established to celebrate the life and career of Steve Douglas, who passed away during an incident while at work in November 2019.

"Steve always had students in tow and was deeply committed to supporting new members of staff," Dr Andrew McDonald, the District's Acting Director of Mental Health Services, said.

"This scholarship is a very apt celebration of the contribution he made to both patients and staff during his career."

Steve gave almost three decades of service to the District, starting his career as a theatre orderly at RPA before he discovered his passion for nursing.

The inaugural Steve Douglas Education Scholarships were awarded in a ceremony in Rozelle.

Feature:
Our Stories



RPA celebrates 140 years of service

Special events planned as RPA marks major milestone.

RPA is celebrating a momentous milestone this year, 140 years since the hospital's foundation in 1882, with a series of special events being held to mark the occasion.

"RPA is a pioneer in patient care and it's a chance to reflect on the hospital's leading role in the delivery of healthcare and its transformation to meet the evolving needs of our community," Kiel Harvey, the hospital's General Manager said.

"It's also an opportunity to celebrate our people - doctors, nurses, midwives, allied health workers, researchers, administration and support staff - who care for our patients, their families and the community," he said.

RPA was named after Queen Victoria's second son, His Royal Highness Prince Alfred, later Duke of

Edinburgh. During a visit to Australia in 1868, Prince Alfred was the victim of an assassination attempt while on a picnic at Clontarf on Sydney's northern beaches.

A public subscription fund was opened to build a hospital as a memorial to his safe recovery and in 1882, RPA opened as a 146-bed hospital with 1069 patients admitted in its first year of operation.

Two years later, the hospital accepted 14 medical students establishing RPA as the first teaching hospital in NSW.

Now, RPA is one of Australia's premier hospitals and a key hospital in Sydney Local Health District, serving the local community and patients from across NSW, Australia and the world.

RPA provides an extensive range of diagnostic and treatment services to more people in NSW than any other public hospital. More than 1000 patients are treated at RPA every day.

The hospital is recognised globally as a leader in healthcare with staff at RPA pioneering innovative techniques, treatments and complex interventions.



Community benefits from Ngangkari healing

Many of our community members were fortunate to have a consultation with a Ngangkari (traditional healer) during a program of cultural immersion hosted by our District in partnership with Chris O'Brien Lifehouse.

Traditional healers held sessions with both Aboriginal and non-Aboriginal people during the two-week program.

During the sessions, the Ngangkari provided clients with physical, emotional and spiritual support, employing healing practices traditionally used by First Nations people.

The program was held to emphasise the value of culture in healthcare and to engage and empower our District's Aboriginal community.

Golden Hip Award for Concord Hospital

Concord Hospital's Orthogeriatric team has won the 2023 Australian and New Zealand Hip Fracture Registry's Golden Hip award for the best performing hip fracture management service in Australia.



Concord has won the award this year after being an award finalist in both 2021 and 2022.

Every single one of the team's 150 patients in 2022 was assessed by a geriatrician and almost all of them received surgery within 48 hours.

Clinical Associate Professor John Cullen, District Aged Health, Chronic Care and Rehabilitation Clinical Director, is proud of the team's achievement.

"The Concord team is a worthy winner of the 2023 Golden Hip award. The team's sustained good practice, record of innovation and continuous improvement approach have been appropriately recognised and is the benchmark against which other services will be judged," he said.

Feature: Our Stories



RPA HealthOne Green Square opens

RPA HealthOne Green Square was officially opened by NSW Health Secretary Susan Pearce at a community launch event in May.

The Centre is the first of its kind in Sydney Local Health District and will provide the local community with early intervention and integrated community health services.

“We’d really like to be able to support people to better manage their chronic illnesses and reduce avoidable hospital admissions if they can, by receiving better care in the community,” Susan said.

RPA HealthOne is designed to improve people’s access to healthcare services and their health outcomes, particularly for patients who are experiencing or who are at risk of disadvantage.

Community health services such as child and family health, sexual health, Aboriginal health services, and mental health will also be delivered through the centre.

Working with university partners and the Central and Eastern Sydney Primary Health Network, RPA HealthOne uniquely supports primary health practitioners in the local area to translate and adopt the latest clinical research findings to support the best outcomes for patients.

Staff celebrate Sydney WorldPride 2023

Inclusion and acceptance the themes at staff event.

“We all deserve the right to be ourselves.”

That was the message from Sydney Local Health District’s Chief Executive Dr Teresa Anderson to staff as the District celebrated diversity in its workforce at an event held during Sydney WorldPride 2023.

Staff from across the District donned glitter and fancy dress to gather at RPA’s Kerry Packer Education Centre.

The Manager of the District’s Healthy Living Program Shane Brown, who marched in Sydney’s first Gay and Lesbian Mardi Gras Parade, shared his experience of coming out, of fighting against discrimination and why he wanted to be honest about his identity.

There was also a panel discussion featuring the District’s Program Manager for LGBTIQ+ and Men’s Health Erin Heine, the founder of the Australian chapter of The Gay and Lesbian Association of Doctors and Dentists Dr Bhushan Joshi and the Manager of Positive Central, the District’s community HIV allied health team, Alison Cowell.

It was a moving, entertaining and fun evening that reflected the mood of the District’s celebrations for Sydney WorldPride.

The District also became the first to display the LGBTIQ+ version of the Australian Charter of Healthcare Rights and our Chief Executive Dr Teresa Anderson joined NSW Health Secretary and tens of thousands of others for the Pride March across Sydney Harbour Bridge.

District stall returns to Sydney Royal Easter Show

Our District returned to the Sydney Royal Easter Show this year to connect with the local community.

More than 70 District staff and partners were involved in our stall across the 12 days of the Show at the Sydney Showground at Sydney Olympic Park.

Our stall had a different theme each day of the Show, with staff handing out freebies to visitors across the Show.

On the opening day of the Show, our staff shared information about vaping, youth health and LifeLab Sydney, a program which teaches students to look at health through a scientific lens

We also encouraged members of the community to engage with health care professionals and will also be promoting our District as a place to work.

Cutting-edge scanning technology for Concord Cancer Centre

We marked a new era in enhanced cancer care at Concord Cancer with the official opening of new PET (positron emission tomography) service.

The PET service began operating in October 2022.

Imaging from PET-CT (computed tomography) scanners can help clinicians to evaluate the severity of a patient’s disease, their response to therapy and to detect if the cancer reoccurs.

The images may also assist in the care of patients with heart conditions, as well as those with neurological disorders, epilepsy and a growing number of patients with dementia.

The scanner will allow specialists to identify diseases earlier so that they can better tailor treatment to individual patients.

The purpose-built PET-CT suite is in the new Rusty Priest Building on the hospital’s campus.

Latest editions of Yhunger cookbooks released

The latest editions of two Yhunger cookbooks were published, with new recipes included to showcase the cultural diversity of young people in our District.

Reheat! A Cookbook for Young People, and its companion, Made Fresh – More Mad Feeds, are step-by-step guides that include recipes from the basics – like how to boil an egg – to more substantial meals.

The cookbooks provide handy tips about shopping, equipment, cooking, food storage and food safety to help young people out along the way.

In the latest editions, six new recipes from Sydney’s refugee communities are included – two Iranian dolmas, an Aleppo omelette from Syria, an Iraqi fattoush salad, a Congolese beef and cabbage stew and a Karen congee or rice porridge.



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

Fundraising and Partnerships
Level 11
King George V Building
Missenden Road
Camperdown NSW 2050
T 02 9515 9600

Sydney Education
(Building 301)
Corner Balmain Road
and Cecily Street
Rozelle NSW 2039
T 02 9562 5900

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

RPA Virtual Hospital – Sydney District Nursing Service
Canterbury Health Centre
T 02 9153 3511

Concord Hospital
T 02 9767 6199

Croydon Health Centre
T 02 9378 1100

Marrickville Health Centre
T 02 9562 0500

Redfern Health Centre
T 02 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

Affiliated Health Services

Tresillian Family Care Centres Head Office
McKenzie Street
Belmore NSW 2192
T 02 9123 8800

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

Health Centres

Canterbury Health Centre
Corner Thorncraft Parade
and Canterbury Road
Campsie NSW 2194
T 02 9153 3511
Fax 02 9153 3510
(Community Team)
Fax 02 9153 3660
(Mental Health Team)

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

RPA HealthOne Green Square
944 Bourke Street
Zetland NSW 2050
T 02 9562 5821
Fax 02 9562 5829

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

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

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

Community Youth Health Service (Youthblock)
288 Abercrombie Street
Darlington NSW 2008
T 02 9562 5640
Fax 02 9562 5664

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
Corner 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
155–157 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

Sydney Health Care Interpreter Service

Level 8, South
King George V Building
Missenden Road
Camperdown NSW 2050
T 1800 477 233

BreastScreen NSW screening and assessment sites

BreastScreen NSW – Campsie Centre
Shop 39, Level 1
14–28 Amy Street
Campsie NSW 2194
T 02 9562 5790

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

BreastScreen NSW – 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 1800 679 336
(Central intake)

Concord Oral Health Clinic
Building 21
Concord Hospital
Hospital Road
Concord NSW 2137
T 1800 679 336
(Central intake)

Croydon Oral Health Clinic
Croydon Health Centre
24 Liverpool Road
Croydon NSW 2134
T 1800 679 336
(Central intake)

Marrickville Oral Health Clinic
Marrickville Health Centre
155–157 Livingstone Road
Marrickville NSW 2204
T 1800 679 336
(Central intake)

Sydney Dental Hospital
Community Oral
Health Clinic
2 Chalmers Street
Surry Hills NSW 2010
T 1800 679 336
(Central intake)

Sydney,
it's *your* local
health district

slhd.health.nsw.gov.au