

Sydney Local Health District

Year in Review 2023-24





Sydney, it's *your* local health district

Our vision is excellence in health and healthcare for all.

Our year in review is a celebration of some of our achievements and highlights over the last financial year. These achievements have been identified by our staff and executive teams.

Each year, the District also contributes to the NSW Health Statutory Annual Report.

Sydney Local Health District was established as a legal entity on 1 July, 2011. The staff in Sydney Local Health District have a proud history of caring for our patients and community in our hospitals, clinical and support services.

Stay Connected

Facebook: @SydneyLHD

Instagram: @Sydneylocalhealthdistrict

X, YouTube and Vimeo: @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

Front cover:
Child and Family Fun Day Out, Oral Health



Sydney
Local Health District



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.

Message from the Board Chair



Sydney Local Health District, and the hospitals, institutions and health services within it have long been recognised for their outstanding performance, and excellence in innovation and research.

But as you read through the pages of this year in review, what is most evident is the incredible care, commitment and compassion of the staff who work in our District.

So, to our staff, I would like to take this opportunity to thank you for the ways in which you make a difference to patients and their loved ones and to the communities you serve every single day. I and the Board are truly proud of the well-deserved awards and accolades, at a State and national level, that staff of this District receive and how they demonstrate excellence and outstanding leadership in healthcare and health research.

Most importantly the patient stories we hear at each Board meeting, demonstrating the everyday instances of care and compassion our staff give to our patients, and the deep appreciation and gratitude our patients and their families feel, consistently affirms the mission and commitment of our staff, and the difference you make to so many people.

As an organisation, we have undergone significant leadership changes this year and together with the Board, I would like to acknowledge and thank Dr Teresa Anderson AM, for her significant contribution to this district over 13 years, particularly for her leadership during the COVID-19 pandemic response. During her time as Chief

Executive the District cemented its position as a leading health organisation nationally.

The Board and District have been delighted to welcome Deb Willcox AM, as our new Chief Executive of Sydney Local Health District. Deb is no stranger to our District, having first trained at RPA as a nurse, and more recently serving as Director of Operations and RPA General Manager. Deb is a recognised healthcare leader, most recently as Deputy Secretary Health System Strategy and Patient Experience at NSW Health, and I am truly appreciative that she will lead the District through this next period of challenge and renewal which is vital to the continued strength and resilience of the organisation.

It is a great honour to have been appointed Chair of the Board of this wonderful organisation this year and I thank both my colleague Board members and the former Chair, the Hon John Ajaka, for their service to the District.

Looking ahead, in 2025 we will be launching a new Strategic Plan. It is aligned to the NSW Future Health Strategy and involves extensive consultation with staff and community. It will include a focus on financial and environmental sustainability and incorporate opportunities to enhance our services with significant capital investment already underway at RPA and Canterbury Hospitals, the Sydney Biomedical Accelerator and Burudiyara Mental Health facility.

We will continue our work to Close the Gap in partnership with our Aboriginal communities, increase

our integrated care and virtual health strategies and through research and innovative models of care, seek to continue to improve the ways we provide care for our community.

To our community, staff and partners, thank you for your ongoing support, dedication and commitment to the work of the District. The Board wishes you the very best for 2025.

Adjunct Professor Karen Crawshaw PSM
Board Chair



Planning for our future

A new strategic plan

This year, Sydney Local Health District has been consulting with consumers, community and staff to develop our new Strategic Plan, providing an overarching framework for delivering healthcare to our community over the next five years. More than 1000 people have provided feedback this year.

Message from the Chief Executive



It is a privilege to serve as the Chief Executive of this local health district.

My goal in the first few months has been to meet and reconnect with as many people as possible.

It has been heartwarming to hear from staff about how proud they are of their work.

I want to acknowledge staff for their achievements this year, reflected in the stories throughout our Year in Review.

Small moments matter in our hospitals and services. As you will see in these stories, every minute of every day, incredible kindness and skill is being delivered to our patients.

Thank you.

I would like to thank our community and partners for their support.

I would also like to acknowledge the work of our Board under new Chair Karen Crawshaw PSM, for their expertise, insight and commitment.

I'm conscious that there has been a lot of change. Our results in the People Matter Employee Survey reflect this.

As an executive team, we will be listening to what our staff have to say and taking action. While we know there is work to do, there were also some really positive results. Our engagement score, while down on last year is among the best in the state at 63 per cent.

We will take positive steps toward financial sustainability, while remaining focused on providing leading care.

We will work together to face any challenges ahead.

It is great to be back in the District, I look forward to working with you and celebrating our achievements.

Deb Willcox AM
Chief Executive

“**SMALL MOMENTS MATTER IN OUR HOSPITALS AND SERVICES. AS YOU WILL SEE IN THESE STORIES, EVERY MINUTE OF EVERY DAY INCREDIBLE KINDNESS AND SKILL IS BEING DELIVERED TO OUR PATIENTS.**”

Sydney Local Health District

All people welcome here

Our Diversity and Inclusion campaign was adopted as a statewide resource by NSW Health to show we are an organisation that embraces diversity and inclusion.

All people who use our health services deserve dignity, safety, respect, kindness and to be themselves.



Sydney at a glance

Performance data 2023-24

Providing excellence in health and healthcare for all.



179,912

people attended our Emergency Departments.

47,837

people presented to our Emergency Departments in an Ambulance.

12,000

people were cared for in our General Practice Casualty at Balmain, including almost 4000 children.

168,215

admissions and discharges across our hospitals.

4817

babies were born at RPA and Canterbury hospitals.

39,273

operations performed in our hospitals.

188

100 kidney and 88 liver transplants were performed at RPA Hospital.

1,548,095

people were cared for in our outpatient services.

Elevating consumer voices



Balmain Hospital launched a new food service and refurbished kitchen in partnership with Healthshare NSW and in collaboration with consumers.

Project CHEF (co-designing healthy and enjoyable food), aims to provide a more patient-centred meal delivery service while continuing to meet the nutritional needs of patients and reduce food waste.

Director of Nutrition and Dietetics, Suzanne Kennewell, said food has a fundamental role on the experience of patients in hospital, so their input helped to make project CHEF a success.

“Engagement of consumers throughout this project ensured that the model we developed reflects the unique needs of our patients at Balmain Hospital.”

Education Centre opens

Canterbury Hospital opened a purpose-built education centre to enable onsite professional development and training for staff.

The purpose-built education facility includes a lecture theatre, tutorial rooms, offices and simulation technology and equipment.

NSW Health Secretary Susan Pearce said communities and healthcare professionals alike have a strong connection to their local hospital, and ongoing education was vital to supporting the community's needs.

“I love the fact that the health system, all of our 175,000 staff, are committed to ongoing education, and it's something that we all do growing up through health, continue to learn and to educate.”



“ THIS IS THE FUTURE. IT IS A WORLD FIRST, AT CONCORD HOSPITAL, TO 3D PRINT AT THE BEDSIDE. ”

World first – robotic skin printing

At the Concord Burns Unit Skin Lab, Dr Joanneke Maitz saw a problem in the way soft tissue reconstruction and wounds were being treated.

As the Group Lead of the Burns and Reconstructive Surgery Research Group, she drove a new method of skin tissue engineering in the hospital – a process using robotics where skin could be printed directly onto a patient's wound.

The novel process is based on the already available Rastrum technology, which bio-prints cells into a three-dimensional structure and recreates tissue.

After rigorous testing and research, in collaboration with colleagues from

the Charles Perkins Centre, the new method involves using the Inventia Life Science LIGO platform, a printhead mounted on a robotic arm.

A burns patient is now able to have skin 3D printed from their own cells with the process encouraging faster healing and less scarring.

“This is the future. It is a world first, at Concord Hospital, to 3D print at the bedside,” she said.

Opening in 2001, the Skin Laboratory at the Concord Burns Unit is a highly specialised centre for cutting-edge technologies in skin tissue cultivation and skin grafts for severe burn management.

Pride of Concord

Clinical specialist speech pathologist Dr Nicola Clayton was named the 2023 Pride of Concord Medal winner. Dr Clayton has worked at Concord Hospital for more than 23 years and is recognised internationally for her clinical expertise and research into the assessment and treatment of complex swallowing disorders, respiratory disease and severe burns injury.





Royal Prince Alfred Hospital

Transplant innovation

Groundbreaking research by RPA Hospital kidney specialist Professor Steve Chadban was named Clinical Trial of the Year at the Sydney Innovation and Research Symposium.

The BEST-Fluids Trial, published in The Lancet, examined whether replacing saline with a new fluid in kidney transplant procedures could

lessen recipients' need for dialysis in the weeks after surgery.

Professor Chadban led the team that enrolled 808 deceased donor kidney transplant patients in the study and compared use of a new "balanced" low-chloride fluid with use of the usual saline solution.

"We predicted that rather than seeing 40 per cent of our patients needing dialysis after transplant, we predicted there would be a 25 per cent reduction," he said.

"When the data was all analysed a year after the study was completed, it showed exactly that."

About one in three kidneys do not work immediately after transplant, a condition known as delayed graft function, which means those patients need to undergo dialysis until the kidney "switches on".

The balanced fluid used in the trial more closely resembles the chemical make-up of blood than saline solution.

Professor Chadban said the trial could change global practice.

"...we could see amazing personal, clinical and ultimately economic benefits from the trial."

Royal Prince Alfred Hospital

RPA Medal

Professor Chris Maher, founding Director of the Institute for Musculoskeletal Health was named the RPA Foundation Research Medal winner for 2023 for his outstanding research to improve the management of back pain and other musculoskeletal conditions.

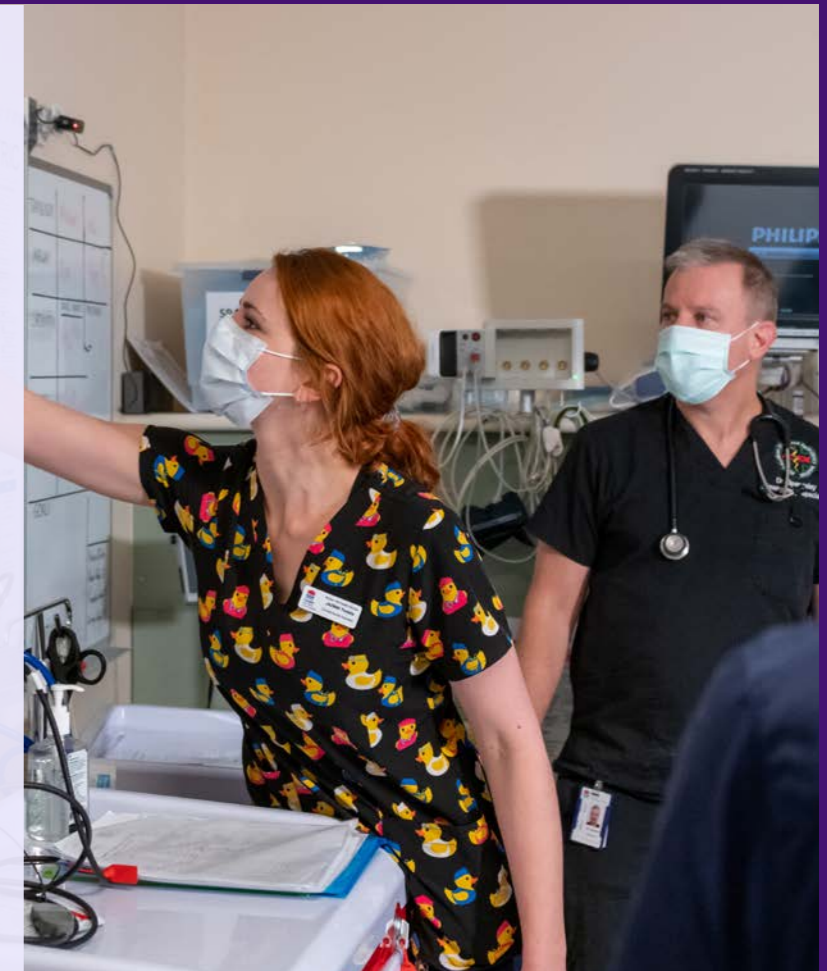


RPA Virtual Hospital

Virtual care partnership

Doctors giving emergency care to patients in outback New South Wales are getting a helping hand from colleagues in Sydney under a new partnership between Sydney and Far West local health districts.

Virtual Emergency Department is a new collaboration between **rpavirtual** and Broken Hill Hospital to share resources and expertise to deliver better patient health outcomes and upskill staff.



RPA Virtual Hospital

Wound Care Command Centre

RPA Virtual Hospital's Wound Care Command Centre has had a positive impact on the health and wellbeing of people with chronic wounds.

A collaboration between Sydney Local Health District and NSW Health, the model of care empowers skin integrity nurses to lead and collaborate with clinical or allied health professionals and other team members.

The Command Centre won the Premier's Highest Quality Healthcare Award and NSW Health Transforming Patient Experience Award.

Skin Integrity Program Lead Dr Michelle Barakat-Johnson said quality treatment can now be provided to patients wherever they are.

"This... showcases what we can achieve in just a year... exceeding our targets and changing the lives of patients across the state."



THIS... SHOWCASES WHAT WE

CAN ACHIEVE IN JUST A YEAR...

EXCEEDING OUR TARGETS

AND CHANGING THE LIVES OF

PATIENTS ACROSS THE STATE.

120 years of smiles

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.

In 1904, the Dental Hospital Union Act of NSW allowed the formation of the United Dental Hospital.

It was an amalgamation of the University of Sydney Dental Hospital, which provided clinical training and the Dental Hospital of Sydney, operated and financed by dentists to care for members of the community unable to afford private treatment.

A fire in 1919 damaged the original building, but it was repaired and in 1930, the NSW Government granted additional funds to purchase the triangle section of land to the north of the hospital to accommodate the growing numbers of patients, staff and students.

Leading architects Stephenson and Turner – who designed Concord Repatriation General Hospital, Gloucester House and the King George V Memorial Hospital for Mothers and Babies at Royal Prince Alfred Hospital – were engaged to construct a new building.

Today, the famous flatiron shaped building in Chalmers Street continues to be the home of the Sydney Dental Hospital, conveniently located right next to Central Railway Station.

Staff at the hospital provide tertiary and quaternary oral healthcare for people eligible for public oral health services in NSW. It is also a tertiary training facility for the University of Sydney, Newcastle University and TAFE.

The hospital provides a range of integrated and holistic care including domestic violence screening and legal support for vulnerable patients.

At a special ceremony attended by staff, patients, partners and friends to mark 120 years of the hospital and its service to the community, Chief Health Officer Dr Kerry Chant AO, said the hospital has had a proud history as the state’s longest serving public dental facility.

“Sydney Dental Hospital continues to play a key role in the development and provision of specialist dental service as a major tertiary referral centre, providing specialist dental services to eligible patients from across New South Wales.”



Sydney at a glance

Care in our Community 2023-24

Providing excellence in health and healthcare for all.



40,200

clients were cared for by our Community Health Service, including 21,870 children on 174,220 occasions.

84,151

contacts with a Tresillian Service.

11,400

people were supported through our Mental Health Services.

100,000

occasions of service were delivered by Drug Health Services to vulnerable people with a substance use disorder.

9768

patients were admitted to rpavirtual for care.

64,729

oral health occasions of service were provided to adult patients and 18,446 to children.

57,026

hours of interpreting in 101 languages provided by Sydney Health Care Interpreter Services.



Aboriginal Elders share culture and language through stories

Our Aboriginal Cultural Support Team hosted a children's reading session for Indigenous Literacy Day at Marrickville Health Centre.

Aunty Gail Daylight and Aunty Annette Celar, members of the District Elders Advisory Committee,

read popular stories, such as "How the Kangaroos Got Their Tails" by George Mung Mung Lirrimyarri of the Kija people, Western Australia.

The children had a wonderful time engaging with the actions in the stories, making animal sounds and laughing along with the Elders at quirky characters.

Aunty Gail and Aunty Annette are on the District's Aboriginal Elders Advisory Committee, a culturally-safe space for Elders to share their opinions on health matters affecting their community. She and other Elders are strong advocates of initiatives driven and organised by the Aboriginal Cultural Support Team.

"We are grateful for our Elder's constant presence in our community events. They play a vital role to youth in our community as role models and knowledge holders," said Alexis Joseph, Aboriginal Cultural Support Project Officer.

The District is committed to improving the health and wellbeing of Aboriginal communities through increasing literacy and shared cultural knowledge. It is a feature of the District's work towards closing the gap for Aboriginal people, delivering accessible, culturally appropriate and holistic health services.

New therapeutic space for young people



A new trauma informed therapeutic room was opened at Croydon Health Centre. Djaurll, which means to grow, is for children receiving counselling and support from child sexual assault and child protection counselling services.

Proud Wiradjuri woman and artist Leticia Quince's artwork is displayed in the new space and says young people who experience hardship can shape their future with their hope and courage.

"You can create your own path, you can create your own story."

Kalgal Burnbona means 'to surround family' in the Dharawal language

This innovative framework was developed following a pilot at the Ngaramadhi Space in 2016. The aim was to develop a model of care that would improve access and engagement to health services for school-aged children and their families to improve health, behavioural, education and social outcomes. The model was co-designed with schools, community paediatrics and the Aboriginal community. It provides holistic, integrated, multidisciplinary child and family centred care to school aged children. It now has been expanded to nine schools in Sydney Local Health District and rural areas in partnership with communities.

It was a finalist in the 2024 Premier's Awards.

Priority populations flu vaccination

More than 500 of the District's most vulnerable people received flu vaccinations during our annual priority populations flu vaccination outreach program. Nurses and staff from services across the District came together to deliver 15 pop-up clinics in partnership with NGOs in locations including Riverwood, Wentworth Park, Green Square Marrickville, Croydon, Canterbury, RedLink in Redfern, Newtown Neighbourhood Centre, the Lebanese Muslim Association in Lakemba.





Dementia is everyone's business

When Patrick Honeine's father Samir, aged 76, was diagnosed with early onset Dementia 18 months ago, it was a difficult adjustment for the family.

"Dad has always been a very active and extremely intelligent person, not to mention a pretty big support for the family as well. Unfortunately, the situation very quickly deteriorated, and we were pretty much left trying to understand how to help," he said.

Working with Sydney Local Health District's dementia respite service, Patrick and his family receive support and guidance about accessing services, and respite care from care workers visiting their home.

Patrick, Samir and their family joined us to launch the District's new Dementia Active Healthcare Framework and Roadmap 2024-30.

Clinical Associate Professor John Cullen emphasised how the supports provided to patients and their families need to be multidisciplinary, flexible and dynamic, to change when a person's needs changes over time, and to be coordinated and person focused.

"The issues arising from the disease are complex, extensive and life changing. Carers are the key to assisting a person with dementia to live as well, happily, and independently as possible."

Celebrating 25 years of HIV and Dementia care



Lorraine Sutherland is forever grateful for the care given to her son, Aaron.

"The Yaralla staff are the family that are here for the residents each day. When we, their other families, can't always be here," she said.

Her personal reflection was one of the stories shared to celebrate twenty-five years of state-wide HIV and Dementia care residential services offered at Yaralla House at Dame Eadith Walker Estate in Concord.

Initially set up as The Bridge in Glebe, at the height of the AIDS epidemic in the 1990s, the unique facility offers nursing-led residential care for people with HIV cognitive impairment to have the highly skilled level of care appropriate to their needs.

It's the only service of its kind in the world said Lisa-Anne Scaturchio, Yaralla House Nursing Unit Manager.

"It is collaborative, it is respectful. We look after our residents from the tips of their hair to the nails on their toes. My talented staff do it all."



Peer Education Program, Waterloo

Twenty community members trained to become Peer Educators in 2023-24 and delivered 25 workshops to 630 social housing residents in Waterloo. The program was designed in collaboration with social housing tenants, Sydney Local Health District Staff, Counterpoint Community Services and academic advisors from the Health Equity Research and Development Unit (HERDU). A program evaluation demonstrated improved health outcomes, an increase in engagement and knowledge of health, good attendance, development of knowledge and personal skills, empowerment of peers and community, changes in attitudes and levels of health behaviours, appropriate trusted and accessible health services.



Living Well, Living Longer Program

We celebrated 10 years of the District's award winning Living Well, Living Longer program in 2023. The program aims to improve the physical health of people with severe mental illness. More than 100 delegates attended a symposium to celebrate the milestone.

In the previous 12 months, the program doubled the number of eligible consumers undergoing a physical health check, more than 800 individuals were supported with a mental health shared care agreement to enhance primary care and improve communication between the mental health service and general practice. More than 80 individuals received tailored diet and exercise plans to improve their physical health.

Sharing experiences of Sarcoma

Patients, families and clinicians came together in 2023, to host the first Sarcoma Summit in NSW, focused on building stronger understandings of rare cancers and partnerships to improve patient care.

Following the success of the first Sarcoma Summit, a second event was held in 2024 and the RPA Sarcoma Clinic was established.



Improving the health of our community

Sydney Local Health District hosted the first NSW HIV Roundtable for multicultural communities, bringing together health professionals, community leaders and NSW Ministry of Health staff.

It was an opportunity to create a platform to overcome stigma and share knowledge and community perspectives, with the goal of improving access to HIV prevention, testing and treatment for culturally and linguistically diverse communities.



Joining forces to tackle vaping

Healthcare professionals, community leaders and government agencies came together to tackle the escalating vaping epidemic among young people at Sydney Local Health District's Stop Vaping Forum.

Dr Leena Gupta, the District's Clinical Director of Public Health said we need to act quickly.

"We want to identify some priorities that we can deal with locally and discuss how we can work together to deal with this epidemic with a particular focus on children, youth and young adults."

Professor Matthew Peters, Department Head of Respiratory Medicine at Concord Hospital, said the chemical composition of vapes had been engineered to maximise their addictive potential by delivering a rapid and intense neurological effect similar to standard cigarettes.

"The most common vape devices have about 3500 puffs equating to nicotine delivery of 10 to 12 packets of cigarettes."

The prevalence of daily or occasional e-cigarette use among young people has tripled in the last couple of years.





Volunteer couple love their work

Paul and May Davio have volunteered at RPA for more than 20 years, following the birth of their second son at the hospital.

May says she loves being able to help people negotiate what can be a stressful environment.

“When patients come, I talk to them, I walk with them and take them to the place they are supposed to go... That makes them a bit happy and that makes me very happy to see people like that.”



A great night for Concord Haematology

Concord Hospital Haematology Clinical Research Unit held its sixth Bloody Great Night Out! to support their life-changing research.

Professor Judith Trotman, Concord Hospital Senior Staff Specialist said since opening in 2005, the Unit has become one of the largest Haematology Clinical Research Units in NSW, recruiting more than 1000 patients to more than 180 trials with a focus on blood cancers such as leukaemia, lymphoma and myeloma.

Attended by 550 patients, their families, carers and friends, staff, supporters, and community members, \$250,000 was raised through fundraising activities and donations.

“We sincerely thank all the local community, businesses and patients and their families and all the medical staff that came along and generously supported our fundraising efforts.”

Community support for Canterbury Emergency Department

The children’s wing of the Canterbury Hospital Emergency Department has been transformed with bright wall decals.

Hospital General Manager Michael Morris said the artwork brightens the space and makes it more welcoming for the 12,000 paediatric patients the hospital treats each year.

“Thank you for the generous support from our local community organisations.”

Funding for the colourful creatures came from a \$30,000 combined ClubGRANTS partnership from the Canterbury League Club and Campsie RSL Club.



Our people matter

The People Matter Employee Survey in 2024 highlighted the way our staff care for others every day in Sydney Local Health District.

Eighty-two per cent of staff said their work group considers consumer needs when planning their work and 71 per cent said they felt empowered to make decisions that positively impact our patients. Our staff also said their manager encourages and values their input in the workplace.

While the survey highlighted areas where we could do better, the District's results were above the NSW Health average in every category.

82%

of staff said their work group considers consumer needs when planning their work.

71%

of staff said they felt empowered to make decisions that positively impact our patients.





SYDNEY EDUCATION

Think. Learn. Grow.

Education provides opportunities.

It is something we can all do and should do throughout our lives, said Lesley Innes, Director Sydney Education.

The service, which launched a new name, logo, artwork and strategic plan in July supports the growth and development of staff.

“There have been 537,660 education sessions accessed by staff this year, including face-to-face, virtual and online sessions,” she said.

Among the highlights, more than a million hours of clinical placements offered for over 6000 students in nursing and allied health.

Also launched this year, a new Sydney Scholarship Program in collaboration with the University of Tasmania, to offer the Master of Advanced Practice Program and post graduate qualifications for staff.

“These opportunities are mapped to career pathways in health and it was exciting to see more than 100 staff take up this opportunity.”

Six new leadership development workshops providing leadership training and coaching were also piloted.



Practical Pathways to Workplace Wellbeing

In a day dedicated to the experiences of staff, Sydney Local Health District showcased the award-winning MDOK program, with expert speakers and interactive wellbeing workshops.

The statewide Workplace Wellbeing Conference was held as part of the NSW Health Human Experience Week.

The day provided practical pathways to better workplace wellbeing, with sessions on workplace culture, connections, leadership and health.

Delegates heard that by prioritising self-care, they could boost their own health and happiness and contribute positively to their community and workplace.



Part of NSW Health Human Experience Week 2024



NSW Health Awards

WINNERS AND FINALISTS

The NSW Health Awards recognise and celebrate staff and volunteers from across local health districts, pillars, networks and health organisations.

Recognising our remarkable people for more than 25 years



2024 FINALIST

Excellence in Multicultural Healthcare

International Student Collaboration Stream, Population Health



2024 WINNER

Transforming Patient Experience

Wound Care Command Centre, RPA Virtual Hospital



2024 WINNER

Health Research

Oral Insulin, ANZAC Research Institute



2024 FINALIST

Excellence in the Provision of Mental Health Services

Therapeutic Dragon Taming, Mental Health Services



2024 FINALIST

Volunteer of the Year

Neil Winter, Concord Hospital



2023 WINNER

Excellence in the Provision of Mental Health Services

Naamuru Parent and Baby Unit, RPA Hospital



2023 JOINT WINNER

Health Research

RPA Centre for Organ Assessment, Repair and Optimisation, RPA Transplant Institute



2023 FINALIST

Transforming Patient Experience

Behavioural Escalation Support Team (BEST), Sydney Local Health District



2023 FINALIST

Staff Member of the Year

Dr Bethan Richards, Chief Medical Wellness Officer, Director MDOK, Sydney Local Health District, Deputy Director Institute for Musculoskeletal, Senior Staff Specialist, Department of Rheumatology RPA

Premier's Awards

WINNERS AND FINALISTS

The NSW Premier's Awards celebrate excellence in the delivery of public services to the NSW community by the public sector, and not-for-profit organisations and private businesses in partnership with public sector agencies and departments.



2024 WINNER

Highest Quality Healthcare

Wound Care Command Centre,
RPA Virtual Hospital, Sydney Local Health District



Golden Hip Award

The Concord Hospital Orthogeriatric Service, co-led by Geriatrician Dr Nargis Shaheen and Orthopaedic Surgeon Dr Paul Della-Torre, won the 2023 Australian and New Zealand Hip Fracture Registry's Golden Hip Award for the best hip fracture management service in Australia, after being an award finalist in both 2021 and 2022.

Associate Professor Roger Garsia, Clinical Director Neurosciences, Bone and Joint, and Trauma, said the Concord team's service has set the benchmark for others to aspire to throughout the nation.

"Most importantly, the model of care they have established is robust and transferable to other hospitals."

Naamuru

Naamuru Parent and Baby Unit is the first public mental health unit in NSW to offer joint parent-baby admissions for parents experiencing acute mental illness during the perinatal period and the first in the world to offer non-gender specific care and treatment. Care is delivered to parents experiencing moderate and severe mental illness who would have previously otherwise received treatment in acute mental health units, separated from their baby and supports.

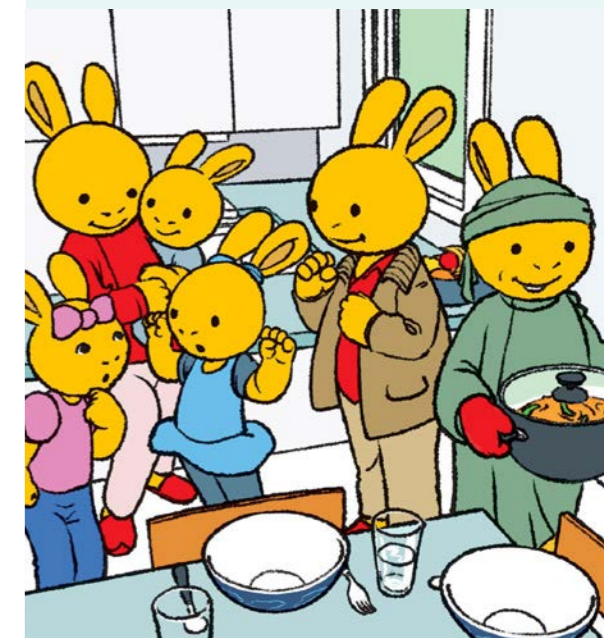
It won the NSW Health Award for Highest Quality Healthcare in 2023 and was a finalist for the Premier's Awards.

Making healthy eating fun

Our Population Health team has launched a series of bilingual children's books to support families with strategies to overcome fussy eating.

Riding the Vegetable Horse is an engaging story, available in seven languages. It aims to introduce kids to the joys of eating vegetables.

The book was highly commended at the NSW Health Multicultural Health Communication Awards.



2024 FINALIST

Excellence in Service Delivery

Kalgal Burnbona School-Based Integrated Care,
Sydney Local Health District



2023 FINALIST

Anthea Kerr Award

Grace Scott, General Manager,
Balmain Hospital



2023 FINALIST

Excellence in Service Delivery

Virtual Intensive Care Unit (vICU),
RPA Hospital



2023 FINALIST

Highest Quality Healthcare

Naamuru Parent and Baby Unit,
RPA Hospital

Public Service Medal

Rosemary Burke, Director of Pharmacy and Chief Pharmacy Information Officer was awarded a Public Service Medal for her outstanding public service in the implementation and running of the COVID-19 vaccination program and Special Health Accommodation pharmacy support for NSW Health.



Sydney Innovation and Excellence Awards

2023 WINNERS

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



Collaborative Staff Member of the Year

Michael Berbari, Director of Occupational Therapy, Sydney Local Health District



Delivering Integrated Care

Partnering for better health outcomes – collaborative model of care, Drug Health and Oral Health Services



Education and Workforce Development

Sydney Education, Sydney Local Health District



Excellence in the Provision of Mental Health Services

Naamuru Parent and Baby Unit, Mental Health Services



Health Equity, Diversity and Inclusion

Celebrating District diversity – Sydney WorldPride 2023, Priority Populations Programs, Population Health



Health Research and Innovation

Needle-free insulin, ANZAC Research Institute



Keeping People Healthy

Outreach model of care for Aboriginal community members, Priority Populations Programs, Population Health



Transforming Patient Experience

BEST support for troubled patients and frontline staff, Behavioural Escalation Support Team (BEST)



Volunteer of the Year

Diane McPhail, Concord Hospital



Chief Executive's Award for Excellence

Canterbury Leaders Forum, Diversity Programs and Strategy Hub, Population Health



Cleaners of the Year

Manoliy Buryk, Community Health Centres

Deepesh Thapa, Balmain Hospital

Kogulanath Arunasalam, Concord Centre for Mental Health

Janice Baggow, Canterbury Hospital

Cheryl Alfanta, Royal Prince Alfred Hospital

Shreebina Bheleshrestha, Concord Hospital



Patient Safety First

Best practice care for incontinence-associated dermatitis, Skin Integrity Team, Nursing and Midwifery Services

Substance Use in Pregnancy and Parenting Service, Drug Health Services



Service of the Year

Capital Infrastructure and Engineering, Education Centre and Infusion Centre

Orthogeriatric Service, Concord Hospital

HIGHLY COMMENDED

Collaborative Staff Member of the Year

Grace Scott, General Manager, Balmain Hospital

Delivering Integrated Care

Collaborative management of COVID-19 outbreaks in residential aged care, Communicable Disease Unit, Public Health Unit

Where's Wardoh?! Oral health in acute geriatric wards, Department of Geriatric Medicine

Education and Workforce Development

Engaging adolescents in science and health, LifeLab Sydney, Sydney Institute for Women, Children and their Families

Excellence in the Provision of Mental Health Services

Statewide Intellectual Disability Mental Health Outreach Service, Mental Health Services

Health Equity, Diversity and Inclusion

'Riding the Vegetable Horse' Multilingual Children's Book, Diversity Programs and Strategy Hub, Population Health

Ngangkari Traditional Healing Cultural Immersion Experience, Aboriginal Health

Health Research and Innovation

Healthy Beginnings telehealth intervention, Health Promotion Unit, Population Health

Equity Focused Health Impact Assessment of the COVID-19 pandemic, Health Equity Research and Development Unit

Keeping People Healthy

Endodontics Access Scheme, Oral Health Services

Health and Wellbeing Social Housing Peer Education Program, Clinical Services Integration and Partnerships

Patient Safety First

VTE/Anticoagulation Stewardship Program, Pharmacy Services

Service of the Year

Procurement, Contracts and Supply Service, Workforce and Corporate Operations

Stroke Service, Royal Prince Alfred Hospital

Transforming Patient Experience

End of life care in an acute hospital setting, Aged Care Services, Royal Prince Alfred Hospital

Volunteer of the Year

Christine Purdie, Consumer Representative, Balmain Hospital

Sydney at a glance

Research 2023

3439

There were 3439 active research studies, including 748 clinical trials in 97 departments in 2023.

1872

Staff contributed to more than 1872 publications.

7260

More than 7260 clinical trials have been conducted across the District since 1979.



Improving treatment for people with diabetes

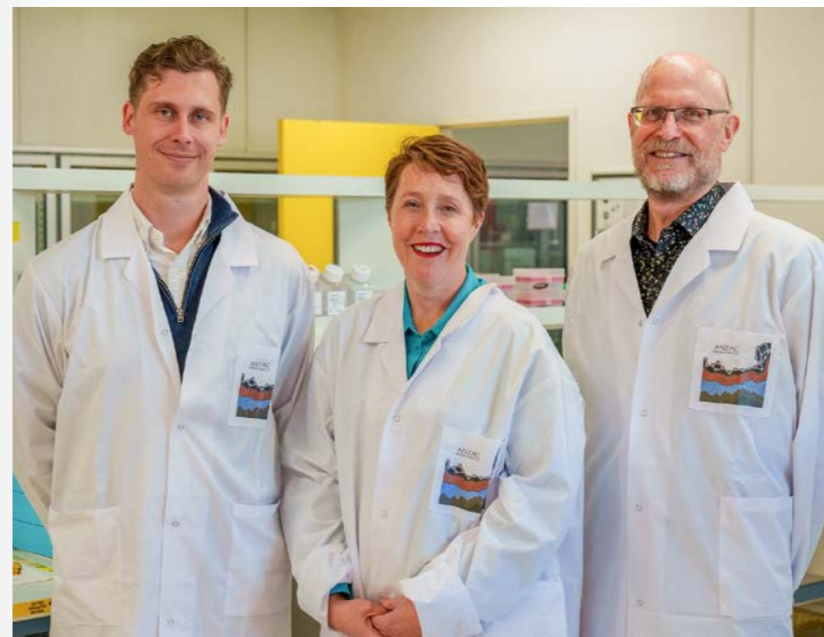


Image: Tim Hunter, Sunday Telegraph

New hope for MND patients

Neurologist Professor Steve Vucic hosted the first public hospital use of revolutionary drug Tofersen at Concord Hospital, to treat a patient with motor neurone disease (MND).

Professor Vucic says the development of the drug Tofersen – which he used to treat patient Luca Cacciotti – is a landmark moment in the fight against MND.

“It showed that patients that received Tofersen for a longer period of time did better in terms of disease, muscle weakness, and other clinical symptoms,” said the Director of Concord’s Brain and Nerve Research Centre.

“In actual fact, some of them stabilised and started to improve, which was a remarkable result.”

Professor Vucic stressed those early results needed to be validated in a recently completed phase three study but said he was excited about the potential for the drug.

Tofersen is a genetic therapy that targets a specific genetic abnormality in some patients.

The ANZAC Institute at Concord Hospital is working to empower people living with diabetes by expanding treatment options. The team has developed oral insulin, offering a new alternative where only injection treatments were previously available.

The team has undertaken rigorous basic and translational research to develop a novel nanotechnology-based delivery

platform. This provides an oral insulin formulation to treat insulin dependent diabetes.

The team won the NSW Health Research Award in 2024.

Professor Victoria Cogger, Director of the ANZAC Research Institute, said the Award is fantastic recognition of the dedication the Oral Insulin team have for making treatment options for patients with diabetes safer and more accessible.

“The technology will help change the lives of more than 30,000 Australians who need to start using insulin each year.”

Oral insulin has undergone wide-ranging preclinical testing and is now in production in preparation for clinical trial in early 2025.

“**THE TECHNOLOGY WILL HELP CHANGE THE LIVES OF MORE THAN 30,000 AUSTRALIANS WHO NEED TO START USING INSULIN EACH YEAR.**”



Institute of Academic Medicine

We launched the RPA Institute for Academic Medicine to continue improving patient care and outcomes through promoting research and innovation in the hospital's Division of Medicine.

Institute Co-Directors, Associate Professor Lauren Troy, Senior Staff Specialist in the RPA Department of Respiratory and Sleep Medicine and Associate Professor Stephen Adelstein, Senior Staff Specialist in the Department of Clinical Immunology and Allergy said it will also provide a focus for research and professional development for physicians.



Allied Health Researcher of the Year

Associate Professor Sharon Carey, Head of Department Nutrition and Dietetics, RPA, was named Researcher of the Year at the NSW Health, Excellence in Allied Health Awards 2024.



Australians of the Year

Professor Richard Scolyer AO and Professor Georgina Long AO were named the 2024 Australians of the Year. The co-medical directors of Melanoma Institute Australia, Professor Scolyer and Professor Long, have long-standing ties with Sydney Local Health District including as members of the Sydney Research Council.

Professor Scolyer is a senior staff specialist with the RPA Tissue Pathology and Diagnostic Oncology Department, where he first joined

as a registrar in 1998 and among his many national and international accolades, was awarded the RPA Research Medal in 2016.

They were named 2024 NSW Australians of the Year in November for their world-leading research into advanced melanoma and advocacy for sun-safe behaviour and cancer prevention which has saved thousands of lives.

After Richard was diagnosed with a devastating glioblastoma brain cancer last June, he and Georgina adapted their breakthrough melanoma research to develop a series of world-first treatments to apply to Richard's brain cancer. Richard became the first person with brain cancer to have pre-surgery

“HOPE IS AN INTRINSIC AND INTEGRAL PART OF SCIENCE.”

RICHARD SCOLYER

combination immunotherapy. The experimental treatment, which risks shortening his life, is advancing the understanding of brain cancer and will benefit future brain cancer patients.

Speaking at the Sydney Innovation and Research Symposium in July, the pair spoke about how hope is at the heart of all scientific breakthroughs.

“Hope is an intrinsic and integral part of science,” Richard said.

“Hope empowers us to take action... Hope is itself an innovation strategy, a combination of desire and planning. Innovation cannot succeed without hope.”





Sydney Innovation Week

For more than a decade Sydney Innovation Week has sparked new ideas, fostered collaboration and inspired delegates.

At events held over five days, including special features at Canterbury and Concord Hospitals and the Seymour Centre, we heard how transformations big and small make a real difference for patients, communities and staff.

NSW Health Secretary, Susan Pearce opened the final day of the program, highlighting the opportunity to pause, hear ideas, come together and celebrate the amazing work our staff contribute to Sydney Local Health District and the broader NSW Health system.

“We are so reliant on each and every one of you for the ideas that you all bring every day about how we can make it better for our patients and better for each other as colleagues.”



Canterbury hosts 10 years of the Pitch

Staff tuned in to hear four pitches at a special innovation edition of The Pitch.

For 10 years, the Pitch has elevated the ideas of staff, providing opportunities to make change in the workplace with \$2 million in funding.

Dr Maryssa Portelli, Emergency Psychiatry Service, Consultation Liaison, RPA, won \$35,000

for an enhancement of the comprehensive psychiatric service for Prader-Willi Syndrome in the hospital and related Complex Obesity Service.

Our Health Promotion team secured \$16,800 for ABCs for C.A.L.D, to help children from newly arrived migrant families with school readiness and access to key local health services.



R.E.S.E.T wins Big Idea

“Every healthcare worker deserves to go home with their heart and their health intact.”

This was the pitch by Dr Sam Bendall, Senior Staff Specialist RPA Emergency Department and Deputy Director My District Ok, to win the Big Idea 2024.

The R.E.S.E.T Debriefing Tool, a Sydney Local Health District original development, which helps staff deal with stressful and traumatic events in the workplace, won \$65,000 in pre-seed funding to work with Cicada Innovations and \$25,000 in professional services from IDE group to develop.



A digital health first

Our Digital Health Team is collaborating with eHealth NSW to plan and design the Statewide Single Digital Patient Record.

The Single Digital Patient Record is a \$1 billion program to replace the key core systems that make up our Medical Record over the next five years.

Talking about the program at the Sydney Innovation and Research Symposium, the District's Clinical Director Digital Health, Dr Angus Ritchie said this is the opportunity to bring all the information systems we have to care for patients together to provide a consistent, excellent, provider and consumer experience.

“This is the single largest digital transformation NSW Health has ever planned or embarked upon.”

The Single Digital Patient Record offers a next generation integrated patient administration system, electronic medical record and laboratory information management system, leveraging off the strength and expertise of staff working across NSW Health.

Sydney sustainability

While health services protect and improve the health of our community, we also have a responsibility to ensure that the environmental impact of our services are minimised.

The District launched an Environmental Health and Sustainability Plan to 2027 to demonstrate our strong commitment to becoming an environmentally responsible, sustainable, adaptable and resilient organisation.

The key focus areas are energy, water, procurement, travel and transport, food and nutrition, waste and recycling, and built environment.



WATER

In an Australian first, recycled water from RPA's Renal Dialysis Unit is being used by City of Sydney Council for street and footpath cleaning. The wastewater is purified via our reverse osmosis water plant and stored for street cleaning, saving up to 1.5 million litres of water every year.



WASTE AND RECYCLING

Our blister pack program has recycled 73,500 medication packs, removing 110kg of plastic and aluminium from landfill. Aluminium and plastic is re-manufactured into new products.



ENERGY

RPA Infusion Centre and Balmain Hospital supported the expansion of our renewable energy program with the installation of new solar power systems.



TRAVEL AND TRANSPORT

The District reduced its vehicle fleet size by 20 per cent, taking 91 vehicles off the road by increasing virtual care and telehealth options for patients and families.

2023-24

Financial summary

In 2023-24 Sydney Local Health District spent \$2.4 billion providing healthcare to the people of NSW.

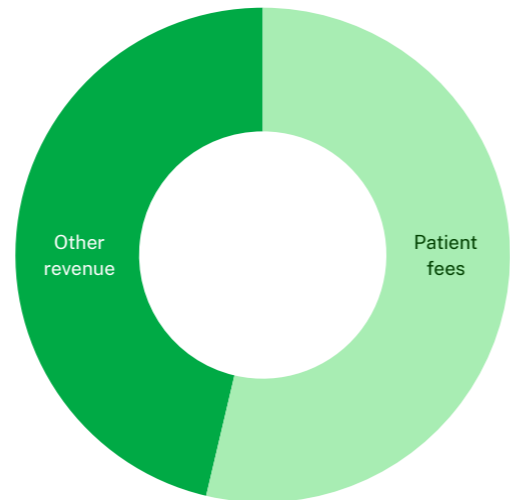
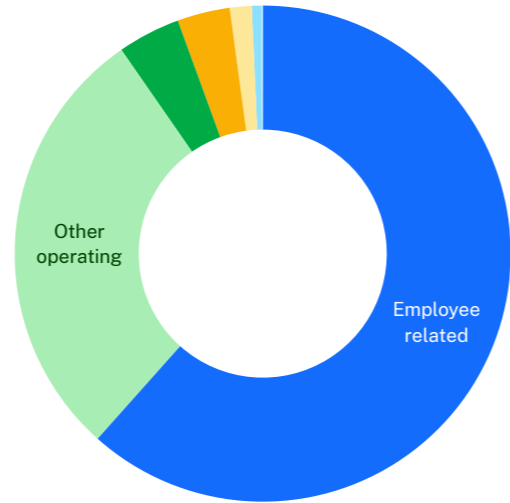
A total of \$1.5 billion was staff-related expenses and a further \$84 million went towards Visiting Medical Officers. Other operating expenses was \$706 million, including medical and surgical consumables, drugs, repairs and maintenance on our facilities, and services provided to our residents by other NSW Health services.

Our own-source revenue included \$177 million from patient fees and \$153 million from other revenue sources. We continue to deliver and manage our health services despite of the challenges due to growing

population, continued advances in medical technology and increasing complexity in patient conditions.

The District is committed to maintaining open and transparent financial practices. We will continue to focus on staff over the coming financial year and the Board will continue to monitor our financial performance and position.

Actual expenses	\$
Employee related	\$1,511,545,000
Other operating	\$705,684,000
Visiting medical officers	\$84,279,000
Depreciation	\$100,375,000
Grants and subsidies	\$34,882,000
Third schedule Hospitals	\$15,295,000
Other services	\$2,124,000
Total expenses	\$2,454,184,000
Actual revenue	\$
Patient fees	\$176,840,000
Other revenue	\$152,610,000
Total revenue	\$329,450,000



Source: Sydney Local Health District Annual Financial Statements for the year ending 30 June 2024



01: Theatre 6, Concord
 02: Scot Skirving Specialist Clinics
 03: Emergency Department CT Scanner, Concord
 04: Tissue Pathology and Diagnostic Oncology



Building our future

Canterbury Hospital Redevelopment

The NSW Government committed \$350 million to the redevelopment of Canterbury Hospital. A project management team was appointed and planning is underway.

Concord Multi-Storey Car Park

A tree was placed atop the \$32.4 million Multi-Storey Car Park during a topping out ceremony to mark the project reaching its maximum height.

When complete, the new five-storey facility will provide more than 550 new parking spaces to improve the experience of patients, visitors and staff at Concord Hospital.

Burudyara

Progressed planning and consultation, and commenced enabling works for the Burudyara Mental Health Rehabilitation Unit at Concord Hospital as part of a \$700 million statewide infrastructure program to enhance forensic mental health services.

Transforming RPA

Commenced construction of the \$940 million redevelopment of RPA Hospital, the most significant transformation in the hospital's 140 year history.

The redevelopment includes a new 15-storey hospital building and refurbishment of existing spaces, including upgrades to the Emergency Department and Intensive Care, state-of-the-art operating theatres, interventional and imaging services, neonatology a new open garden courtyard and improved roads, signage and landscaping throughout the hospital campus.

We opened a new state-of-the-art tissue pathology and diagnostic oncology building in partnership with Health Infrastructure and NSW Health Pathology.



01



02



03



04

Sydney Biomedical Accelerator



Progressed to tender for the construction of the Sydney Biomedical Accelerator – a \$650 million world-leading health, education and biomedical research complex in collaboration with the University of Sydney and NSW Government. More than 250 individuals contributed to project user, working and technical review groups to progress design development.

Sydney, it's *your* local health district

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