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SYDNEY LOCAL HEALTH DISTRICT 2013/14 REVIEW
**District Overview**

**Sydney Local Health District** is a leader in health care. It is home to world-renowned hospitals Royal Prince Alfred and Concord Repatriation General, as well as Sydney Dental, Balmain and Canterbury Hospitals.

Our clinical services include Aboriginal Health, Allied, Drug, Oral, Community, Population and Mental Health as well as BreastScreen NSW, Thomas Walker Hospital and Tresillian Family Care Centres. Our Clinical Streams include Aged Chronic Care and Rehabilitation, Cancer Services, Cardiovascular, Critical Care, Gastro and Liver, Medical Imaging, Neurosciences, Bone and Joint, Plastics and Trauma Surgery and Women’s Health, Neonatology and Paediatrics.

The District hosts world-leading biomedical, clinical, health services and public health research, and has many leading clinicians, researchers, research institutes and research centres contributing to the translation of research into innovative, evidence-based practice.

Sydney Local Health District hosts an annual Innovation and Research Symposium to foster partnerships, networking and collaboration among its staff, stakeholders and healthcare community.

With more than 11,000 staff, Sydney Local Health District is one of the biggest employers and service providers for people living in Sydney and beyond. We employ about 1440 doctors, 5200 nurses, 1000 allied health staff, 475 scientists, 400 oral health staff, 680 cleaners and 1600 administrative staff.

Sydney Local Health District knows that providing leading health care to our patients and their families is not only about the services we provide today but about ensuring an educated, compassionate and innovative service for generations to come.

Our vision is to achieve excellence in health care for all. Sydney is one of the best performing health districts in NSW.
Sydney Local Health District has achieved so much in the past financial year that major revisions of the strategic plan were necessary to raise expectations even higher.

Last year, the District launched strategic plans covering research, education and training, community participation and sexual health, in addition to plans for RPA, Canterbury, Concord and Balmain hospitals. These documents are invaluable navigational tools that we use to chart our successes and achievements. The need to revise these plans is testament to the District’s commitment to deliver the highest possible standard of care in the most efficient way possible.

Plans are underway for the establishment of a Health Equity Research and Development Unit. The unit will be a joint project between the Sydney Local Health District and the UNSW Centre for Primary Health Care and Equity, and will work with related sectors, both internal and external to the district, to improve population health and reduce inequity.

A major highlight this year was seeing the Minister for Health, Jillian Skinner, launch Sydney Local Heath District’s Organ Donation for Transplantation Plan at RPA. The transplantation unit will be enhanced with the creation of the nation’s first dedicated academic position for organ donation for transplantation, a conjoint appointment with the University of Sydney; the re-establishment an SLHD organ and tissue donation steering committee; and additional staff to provide 24/7 coverage throughout the hospital, strengthening our Whole of Hospital approach to organ donation and enhanced auditing program.

The plan will help ensure RPA becomes a world leader in organ donation for transplantation.

The Minister also visited the District to launch the new Concord Centre for Palliative Care this year, which embraces an entirely new model of care offering physical, spiritual and emotional support, symptom management and education during the final stages of illness, as well as support for families in the bereavement period.

The 20-bed unit designed through consultation with patients to ensure each has individual access to an external garden area, a homely feel, and all medical equipment, such as oxygen, is hidden behind a wall.

Concord welcomed another ground-breaking new service this year with the launch of the Survivorship Centre at Concord Cancer Centre. The centre is the first of its kind in Australia, offering holistic care.

I am very pleased to say that Canterbury significantly improved its emergency department performance this year by improving patient flow. We also completed the short stay surgical unit which will change the way elective surgery is managed.

The Centre for Education and Workforce or CEWD completed its transition to a SLHD dedicated service this year with a tour of every facility in the District, introducing its new vision and strategy for meeting the District’s requirements.

The Hon. Ron Phillips
Chair
The Hon. Ron Phillips served as a Member of Parliament in the NSW Legislative Assembly from 1984 to 1999, serving as Minister for Health for five years before becoming Deputy Leader of the NSW Liberal Party.

After leaving politics in 1999, Mr Phillips developed a successful consulting business in the health and aged care industry.
MEMBERS OF THE BOARD

The Sydney Local Health District Board is chaired by the Hon. Ron Phillips and supported by 10 Board Members who bring a wealth of experience and local knowledge to the management of our LHD.

Dr Barry R Catchlove, Deputy Chair
Dr Barry Catchlove has more than 40 years experience in healthcare, covering a range of clinical, medical administration and board appointments. He is a Fellow of the Senate, The University of Sydney, Chair of the Senate’s Safety and Risk Management Committee and a Member of the Nominations Committee. He was appointed National President of the Australian Hospital Association and Chairman of the Australian Council of Healthcare Standards.

Dr John Daniels
Dr John Daniels is the Director of Health Services and Research at the Aboriginal Medical Service in Redfern. Dr Daniels has worked in Aboriginal health as a clinician, administrator and researcher for 30 years. He has held senior roles in NSW Health and has a strong commitment to equity, culturally relevant service delivery and appropriate resource allocation within the public health sector.

Mr Trevor Danos
Trevor Danos has been a commercial lawyer for more than 30 years and has a focus on banking and finance, as well as government contracting and government procurement. Mr Danos holds several government business enterprise directorships, including the Civil Aviation Safety Authority and TransGrid. Mr Danos has a strong interest in science and is the immediate past President of the Science Foundation for Physics, The University of Sydney, Honorary Adviser (former Deputy Chair) to the Human Research Ethics Committee, The University of Sydney and Member of the Cooperative Research Centres Committee.

Dr Thomas Karplus
Thomas Karplus is a Senior Staff Specialist in Vascular Medicine for the Sydney Local Health District and also an honorary Visiting Medical Practitioner in the Sydney Children’s Hospitals Network. Dr Karplus is Australasian Secretary of the International Union of Angiology and State Secretary of the NSW branch of the Australian Salaried Medical Officers Federation (ASMOF).Previously he was Chair of the Medical Staff Council at Concord Hospital and Chair of the Medical Staff Executive Council at Sydney South West Area Health Service.

Mr David McLean
David McLean has a 35-year career in healthcare communications and marketing in Australia, USA and South East Asia at Chief Executive level in a leading multi-national corporation. A co-founder and Chairman of The University of Sydney Medical School’s Cancer Communications Unit, Mr McLean is currently a board member of The Faculty of Pharmacy Foundation. Mr McLean has a passion for patient advocacy and effective professional patient communications. He continues to serve in other board and Chair positions and mentors young, high-potential talent.
MEMBERS OF THE BOARD

Mrs Frances O’Brien
Frances O’Brien is currently Acting Director of Nursing at Canterbury Hospital. She has worked within Sydney Local Health District for more than 20 years, during which time she has served in several senior nursing positions. Her experience includes clinical, quality, patient flow, patient liaison, clinical redesign and nursing management. Mrs O’Brien has first hand knowledge of the changes and challenges facing staff in delivering high quality health care.

Prof. Paul Torzillo
Professor Paul Torzillo is an Executive Clinical Director, Head of Respiratory Medicine and a senior Intensive Care physician at Royal Prince Alfred Hospital and a Clinical Professor of Medicine at the University of Sydney. For more than 30 years he has had a major involvement in Aboriginal health. Professor Torzillo is Medical Director of the Nganampa Health Council in the north-west corner of South Australia and a member of the National Indigenous Health Equity Council.

Ms Victoria Weekes
Victoria Weekes has more than 25 years experience in the financial services sector as a senior executive in major Australian and international banking groups, serving in roles within investment banking and corporate advice, regulatory policy, legal, compliance and risk management. Ms Weekes runs her own risk advisory business and sits on the board of several private and public sector organisations. As a Director of the Cure For Life Foundation and through her involvement with MS Research Australia, Ms Weekes has a strong interest in public health and medical research.

Associate Professor Christine Giles
Associate Professor Christine Giles brings a wealth of experience in health policy, governance and management in the health and aged care sectors. Associate Professor Giles is a current Board member of the Menzies Centre for Health Policy and Executive Director and Head of Policy and Strategy at Cancer Australia. Her experience spans the public and private sectors in Australia, and overseas where she was an advisor to the World Bank in health policy reform. She is a strategic thinker and accomplished leader in delivering health reform and creating a positive culture that delivers organisational goals.

Mr Danny Lester
Danny Lester has a passion to improve social and economic well-being for Aboriginal people. For over 15 years he has held senior management roles, excelling in leadership, financial management, business planning and developing high performance teams that achieve outstanding service delivery. He was the Chief Executive Officer of Aboriginal Employment Strategy Ltd and has overseen major innovation and change in the education, training and employment of Aboriginal communities. Mr Lester recently stood down from his position on the board to take up a new role in Aboriginal health.
The past 12 months has been an incredibly exciting and productive period with Sydney Local Health District bringing several major projects to fruition and increasing our capacity to provide care and services to our growing communities well into the future.

Some of the major milestones were the opening of new centres including the Professor Marie Bashir Centre, the Concord Centre for Mental Health, Concord Hospital’s Survivorship Centre, Canterbury Hospital’s High Volume Short Stay Unit, and the University of Sydney’s Charles Perkins Centre research hub on the Royal Prince Alfred Hospital campus.

The state-of-the-art Professor Marie Bashir Centre truly redefines what a mental health facility should look and feel like and for the first time, provides all services for patients with eating disorders under one roof. At the Charles Perkins Centre some of Sydney Local Health District’s finest clinicians will work closely with researchers to revolutionise the way we treat obesity, diabetes and cardiovascular disease in the future.

This year also saw the launch of our Hospital in the Home service, which provides specific types of acute care without requiring hospital admission, either in the patient’s own home or in one of four new clinics located throughout the District. This service is driven by the newly rebranded Sydney District Nursing, which has provided care to the community under various names for more than 100 years.

The HealthPathways online portal has been growing steadily since its launch in March this year, helping clinicians and general practitioners find the very best path through the health care network for their patients. This valuable tool was showcased along with many other ground-breaking ideas at the District’s Sydney Innovation and Research Symposium 2014. The event featured keynote addresses from The University of Sydney’s Dr Michael Spence and Australian of the Year Sir Gustav Nossal, and more than 40 presentations from our leading researchers and clinicians.

The District has also expanded the ways it connects with its communities with the launch of a dedicated Facebook page and YouTube channel, and the revamp of several web pages. The Sydney Research and SLHD Research pages will become priceless resources for researchers, clinicians and those seeking clinical trials, while Pozhet’s new website and Facebook page will become a comprehensive source of information for heterosexual people living with HIV.
Our clinical streams
Sydney Local Health District has a strong and effective clinical stream management structure which has been in place for many years.

Clinical Directors provide strategic leadership across the District and work closely with the senior management of the District to ensure services are appropriate and meeting the needs of their catchment populations.

The following Clinical Streams have been developed within SLHD, each with a Clinical Director and full-time or shared Clinical Managers and operations managers.

Aged, Chronic Care and Rehabilitation  
Dr John Cullen – Clinical Director  
Dr Ian Caterson – Deputy Clinical Director  
Debra Donnelly – Clinical Manager

Cancer Services and Palliative Care  
A/Prof Philip Beale – Clinical Director  
Anne Lofaro – Clinical Manager

Critical Care  
Prof Paul Torzillo – Clinical Director  
Judy Dixon – Clinical Manager

Gastroenterology and Liver  
Prof Geoff McCaughan – Clinical Director  
Judy Dixon – Clinical Manager

Medical Imaging  
Prof Michael Fulham – Clinical Director  
Anne Lofaro – Clinical Manager

Mental Health Service  
A/Prof Victor Storm – Clinical Director  
Clair Edwards – Director of Nursing

Neurosciences, Bone and Joint, Plastics and Trauma Surgery  
Dr Paul Stalley – Clinical Director  
Jerry O’Sullivan – Clinical Manager

Oral Health  
A/Prof Sameer Bhole – Clinical Director

Population Health  
Dr Leena Gupta – Clinical Director

Women’s Health, Neonatology and Paediatric  
Dr Robert Ogle – Clinical Director  
Karen Redrup – Clinical Manager
A four-year-old Groodle named Biscuit has begun visiting the hospital weekly with owner Irene Cassidy, to cheer up patients thanks to a volunteer organisation called Delta Therapy Dogs.

With more than 900 dogs and volunteers visiting about 550 services nationally, the organisation says ‘pet therapy’ reduces tension, boosts activity levels and speeds up recovery, encouraging some patients to leave the confines of their rooms for the first time in months.

“It gives the older people something to get excited about and look forward to every week,” Ms Cassidy said.

“It lightens everyone’s spirits and that can last for the rest of the day.”

Dearne Boaden, a patient at Balmain Hospital, said Biscuit’s visit was a happy reminder of pets that some patients had left behind when they came to hospital.

“Pets give you a reason and inspiration to meet each day because you need to get up and feed them and take them for a walk,” Ms Boaden said.

“It was just lovely to have him here in the hospital and I know that everyone will be looking forward to it.”
Windfall for rehab garden idea
A purpose-built rehab garden will soon be available for patients at Balmain Hospital after the idea won $33,000 in funding through the District’s inaugural The Pitch competition. Located on the Evans Verandah at the front of the hospital, the garden will include a grassed area and front yard with a picket fence, front path, letterbox, wheelie bin and back yard complete with clothesline. The space project will also incorporate part of a vehicle to practise car transfers, a walking track with different textured surfaces and a platform to practice stepping on and off public transport.

Balmain gains human resources
This year Sydney Local Health District recruited John Kumanidis and Cassandra De Conceicao to establish the new Balmain Hospital Human Resources Department.

Ms De Conceicao said the new human department had improved access to support, guidance and advice for all Balmain staff, including employees of Aged, Chronic Care and Rehabilitation and the Performance Monitoring, Systems Improvement and Innovation Unit.

Top marks and under budget
Balmain Hospital received extremely positive feedback and results in the EQUIP National organisational wide survey this financial year.

All recommendations from the previous year were completed and special commendation was given for management of falls.

The hospital also finished the financial year financially favourable by 2.6 per cent, which equates to $698,000 under budget.

Celebrating 130 years
The hospital will celebrate 130 years of providing health care to the local community in 2015. The 130th birthday will not only be a celebration of the hospital’s past and the many staff members who have made a contribution to its success, but will also be look to the future of Balmain Hospital and the new initiatives and achievements on the horizon.

Expanding for the future
A number of options are currently being assessed for the possible expansion of the hospital’s Thornton Wing.

These options include improving access to specific services and providing additional physical capacity to meet the demand of the District’s Aged Chronic Care and Rehabilitation service.
Construction of the high volume short stay surgical unit is now complete, providing better access to planned surgery that requires a hospital stay of up to 72 hours. The capital works included an expansion of the day surgery unit, an admission and discharge lounge, interview rooms and increased bathroom facilities.

The model of care provided in the new unit encompasses surgical patients who can be discharged within 24 hours. The unit will improve the way elective surgery is managed by concentrating suitable types of surgery.

It will also release additional clinical capacity, including beds, staff and other resources to other areas and allow the reinvestment of this additional capacity into emergency and complex services.

The main surgeries performed under this model are ear, nose and throat, gynaecology and general surgery.
Emergency department more efficient

Canterbury Hospital has managed to significantly improve the efficiency of its emergency department despite an increasing number of patients presenting. The improved National Emergency Access Target performance has been achieved through a whole of hospital approach to improving patient flow through the emergency department with many innovative measures implemented throughout the hospital.

Statewide recognition for education

Dr Allan Kelly achieved statewide recognition for his contribution to the education and support of junior doctors, receiving with the Geoff Marel JMO Manager of the Year Award.

Dr Kelly is the hospital’s Chair of the General Clinical Training Committee and Head of Department in Paediatrics and the award is one of the top honours presented by the NSW Health Education and Training Institute.

Outstanding junior doctor honoured

Canterbury Hospital’s Dr Charmere Coon was presented with the Geoff Walker Award for the most outstanding junior medical officer at Canterbury Hospital in 2013.

The award acknowledges excellence in the performance of Prevocational Training Medical Officers. Dr Coon, in the third year of her training at Concord Hospital, was thrilled to receive the award.

Dr Coon was one of seven junior medical officers nominated for the award by specialists on the medical staff council.

Canterbury Cares model

In the coming year the hospital will continue building and implementing its patient and family-centred care model, named Canterbury Cares. As part of this ongoing project, we have launched the Tokens of Appreciation initiative, which allows patients to provide a staff member with a card if they feel they have received exceptional service.

The hospital has also consolidated its high observation bays, enhancing the care provided to patients requiring a higher level of supervision.

New outpatient service

The hospital will also continue work on a clinical redesign project for the combined maternity endocrine outpatient service, in conjunction with Sydney Inner West Medicare Local.

The goal of the project is to improve the quality and continuity of care provided to women with gestational diabetes or Type 2 Diabetes in the antenatal outpatient clinic at Canterbury hospital and primary health care setting. It will aim to increase community awareness of diabetes and appropriate timely screening for gestational diabetes among women of reproductive age.
The new Concord Centre for Palliative Care is a 20-bed unit featuring 16 single rooms and two double rooms, some with spectacular views over Yaralla Bay.

The new unit provides patients with physical, spiritual and emotional support, symptom management and education during the final stages of illness, as well as support for families in the bereavement period. All rooms were designed through consultation with patients to ensure each has individual access to an external garden area, a homely feel, and all medical equipment, such as oxygen, is hidden within the walls.

There are also meeting rooms, a shared dining area and courtyards to allow loved ones the space to enjoy private barbecue lunches and family gatherings.
A better life after cancer
This year Sydney Local Health District launched a new service designed to help cancer survivors live as happy and healthy as possible.

The Sydney Survivorship Centre at Concord Cancer Centre is the first of its kind in Australia and offers holistic care to assist with lifestyle changes including improved exercise, nutrition and psychological support.

A second chance for brave Theresa
Concord Burns Unit forever changed the life of Theresa Rosales, 16, who suffered severe burns to her chest, arms and neck after a kerosene accident in her home in the Philippines.

A series of operations were a complete success restoring much of the movement which had been restricted and giving Theresa a new lease on life.

Bringing hospital home
The District’s chronic care team officially launched the innovative Hospital in the Home service at Concord Hospital and relaunched the workforce behind it, Sydney District Nursing.

Hospital in the Home provides specific types of acute care without requiring hospital admission, either in the patient’s own home or in one of four new clinics located throughout the District.

Concord Hospital’s Master Plan
Concord Hospital is currently working on its Master Plan is an important document that will connect the various service planning requirements within the context of the hospital, identifying the scope, process, timeframe and implementation of projects to collectively capture our future vision for the campus.

We are also undertaking the development of a comprehensive Clinical Services Plan which will cover every department within the hospital.

This plan will outline the clinical service direction and models of care from 2022 to 2027 and will be used to inform the capital planning process.

ANZAC Centenary celebrations
The Centenary of ANZAC takes place on 25 April 2015 and Concord Repatriation General Hospital will be the leading hospital in NSW to host commemorative activities. These will include a major dawn service at the Kokoda Memorial Track with up to 6,000 attending on the Sunday before ANZAC day. A series of floral sculptures will be unveiled following the service and a pictorial display will be created in the foyer of the hospital.
The NSW Minister for Health and Minister for Medical Research, the Hon Jillian Skinner, visited the hospital to make the announcement and to launch Sydney Local Health District’s strategic plan, Organ Donation for Transplantation Plan 2014-2017.

The plan includes the creation of the nation’s first dedicated academic position for organ donation for transplantation, a conjoint appointment with the University of Sydney; the re-establishment of an SLHD organ and tissue donation steering committee; and additional staff to continue to provide 24/7 coverage throughout the hospital, strengthening our Whole of Hospital approach to organ donation and enhanced auditing program.

Over the past five years, NSW Organ and Tissue Donation Service has helped more than 1300 recipients through the generosity of more than 443 organ donors – 51 per cent more donors than there were when the service was first established.
Charles Perkins Centre arrives
This year Sydney Local Health District welcomed the latest addition to the Royal Prince Alfred Hospital campus when the University of Sydney celebrated the official opening of the Charles Perkins Centre research and education hub.

The $385 million hub will bring together some of the finest academics, researchers and health professionals specialised in obesity, diabetes and cardiovascular disease from the University of Sydney, Royal Prince Alfred and beyond.

A special delivery for Women and Babies
Visitors to Royal Prince Alfred Hospital’s Women and Babies Unit now come face to face with one of the world’s most dangerous and endangered beasts – a 2.5 metre long pregnant rhinoceros, grazing near the entrance.

The spectacular sculpture was donated to RPA by obstetrician and gynaecologist, Dr Po-Yu Huang, who spent $5,400 to help fund Taronga Zoo rhino conservation programs.

Patient flow puzzle solved
RPA has radically improved the flow of patients through its emergency department, thanks to an innovative model of care.

Before the model was implemented, about 55 per cent of patients left the emergency department within the four hour national target. Today that figure is between 70 and 75 per cent and the improvement is sustainable.

Professor Marie Bashir Centre opens
The purpose-built Professor Marie Bashir Centre opened in November 2014.

The jointly-funded project by NSW Government and The University of Sydney will improve capacity to meet the growing demand of mental health services in our community and NSW-wide. The project will deliver 73 mental health beds and the full suite of eating disorder services in the District under the same roof for the first time.

Chris O’Brien Lifehouse Stage Two
In February 2015, RPA will begin Stage Two of transition to Chris O’Brien Lifehouse by gradually transferring selected in-patient cancer activity. Under the service agreement and models of care, Lifehouse will provide cancer services to public patients on behalf of SLHD. RPA will continue to provide cancer services and will care for patients requiring very complex cancer surgery and treatment.
This year Sydney Dental Hospital marked its 110 year anniversary with two weeks of celebrations including a community open day, award ceremony, historical displays, tours, a lecture series and the launch of a commemorative book.

The hospital has provided vital care to hundreds of thousands of patients across NSW since 1904 and has trained some of Australia’s finest dentists and dental staff.

The Clinical Director of the District’s Oral Health Services, Dr Sameer Bhole, said the hospital now provided care for between 600 and 700 patients every day and maintained an incredibly important role in the provision of dental care and education.

“While we are a historical institution, the hospital has the most modern evidenced based approach to clinical service provision in our state of the art facilities,” Professor Bhole said.

“We provide continuing education support to our staff and have an innovative approach to creating local oral health champions through our specialist mentor program.”
The Indiana Jones of dentistry

Besides researching, teaching and treating patients, Sydney Dental Hospital’s Professor Axel Spahr has fought off giant baboons, swum with great white sharks, served with German Special Forces and the French Foreign Legion, and starred in action and sci-fi films.

Professor Spahr explains his colourful background as a series of happy accidents that fortunately led him to his lifelong passion for bone and tissue regeneration and the link between periodontic disease and systemic disease.

“My whole dental career happened accidentally from beginning to end, but really I have been so lucky,” he said. “It has allowed me to always work scientifically with research and clinically with patients at the same time and you really need to do both.”

He has already completely overhauled the undergraduate program for periodontics and is now working on doing the same for the post graduate program.

A life of service to veterans

Professor Norton Duckmanton reluctantly decided to retire from his post at Sydney Dental Hospital this year after 66 years in dentistry.

The 88-year-old dedicated much of his career to the treatment of veterans and presented a number of research papers on caring for patients with Post-Traumatic Stress Disorder, having suffered an episode following his service in the Pacific War.

Arriving at Sydney Dental Hospital for the first time in 1948 as a first year student, he has trained countless students at Sydney Dental Hospital and the North Western University Dental School in Chicago during two visits as a visiting professor in prosthodontics and was awarded the medal in the general division of the Order of Australia for services to veterans and their families.

Professor Duckmanton said the Sydney Dental Hospital had been a fascinating second home over the years, and he had many friends there, including his son, Peter, a professor of endodontics.

Graduate opportunities

In the coming year Sydney Dental Hospital will expand opportunities for promising young graduates and trainees to receive the highest quality dental training in the country. The hospital has provided places for three graduates from the Voluntary Dental Graduate Year Program and is offering three Aboriginal Dental Assistant Trainee positions.

Aboriginal oral health

The hospital recently established a fulltime Grade 1 Dental Assistant position with the Aboriginal Oral Health Clinic. This clinic is part of the Aboriginal Oral Health Hub and Spoke Program. This program provides clinical services to Aboriginal people living in metropolitan Sydney as well as delivering clinical services in partnership with rural and remote Aboriginal Medical Services across NSW.

The newly established position is required to undertake a Certificate IV in Dental Assisting through TAFE NSW, which is supported by the hospital.
Mobile clinic heals hearts in Redfern

The District’s dedicated mobile cardiac clinic for Aboriginal people is a revolutionary approach to providing patient care that has seen attendance figures at follow up cardiac appointments soar from 10 per cent to 90 per cent. RPA consultant cardiologist Dr Rajesh Puranik said Aboriginal people were uncomfortable attending appointments at hospitals and specialist clinics, and that they often felt alienated in such an environment. The clinic, consisting of an echo machine provided by the University of Sydney’s Poche Centre for Indigenous Health, and clinical staff from Royal Prince Alfred Hospital, is held at the Redfern Aboriginal Medical Service once a fortnight. The clinic sees about a dozen patients, performs five or six ultrasounds each time, and has provided care to nearly 500 patients since its inception. The convenient location has been a key factor in the success of the cardiac clinic. Its presence in the community has helped the clinic achieve more diagnoses and resulted in improved patient care, because it takes place in a familiar environment. Support by elders has also been fundamental to the clinic, providing cultural endorsement and helping to build the rapport with the community that has been critical to achieving a high rate of attendance at appointments. In addition to assisting the local community, the clinic also sees a lot of patients from rural and regional areas, who take advantage of the service when visiting friends and relatives in Sydney.

Aboriginal Liaison Midwife gets statewide award

Royal Prince Alfred Hospital’s Aboriginal Liaison Midwife, Skye Parsons, was honoured at the NSW Awards for Excellence in Nursing and Midwifery this year. Skye received the award for Excellence in Aboriginal and Torres Strait Islander Health Care for her work delivering culturally appropriate care to Aboriginal and Torres Strait Islander women. “It’s an incredible honour to receive this award. I’m very lucky to come into work every day and do something I’m passionate about, and know I’m making a difference to the local indigenous community by helping close the gap,” she said. Skye also manages the successful Sister Alison Bush Scholarship program, which hopes to double its commitment this year by offering placements at RPA to two indigenous nurses or midwives in training.
Allied Health provides a range of assessment and therapeutic services aimed at restoring and maintaining optimal physical, sensory, psychological, cognitive and social function. Allied Health professionals work in partnership with clients and other members of the healthcare team to prevent and/or minimise disability, restore and optimise function and improve the journey through the healthcare system. Within Sydney Local Health District, Allied Health comprises the professions of Nutrition and Dietetics, Occupational Therapy, Orthoptics, Orthotics, Physiotherapy, Podiatry, Psychology, Speech Pathology and Social Work.

**The Year Ahead**

In the coming year Sydney Local Health District and The University of Sydney Faculty of Health Sciences will establish an Allied Health Professorial Unit, which will employ two conjoint professors of Allied Health, one community and one chronic disease, and an Allied Health Research Assistant. All Allied Health clinical supervisors in the District will undertake the ‘Clinical Supervision Training for SLHD Allied Health Professionals’ program, which supports supervisors by building on current workplace skills and experience. The program will ensure supervisors have a critical role in developing confident and competent clinicians, thus promoting excellence in clinical practice and quality of patient care.

**Forum showcases research and innovation**

This year Sydney Local Health District’s Allied Health Research Forum transformed Concord’s Medical Education Centre into a hub of creativity and ideas. The forum attracted 115 delegates from across the District representing all Allied Health disciplines.

The Director of Allied Health, Paula Caffrey, said the event was a huge success and provided professionals with a unique platform to showcase and share their research and innovative models of care.

Keynote presentations were delivered by Dr Nigel Lyons, Chief Executive of the Agency for Clinical Innovation, Professor Craig Mellis, Associate Dean of Sydney Medical School and Dr Katherine Moore, Director of Clinical Governance at Sydney Local Health District. The forum also included a series of abstract presentations and posters, and a panel discussion among keynote speakers on strengthening the research capacity of allied health in the District.

**New team gets patients home sooner**

A new Co-Rehabilitation Team has been established at RPA aiming to provide more intensive Allied Health intervention. This early multidisciplinary program will also promote early recovery and prevent physical deconditioning so that patients are able to return home earlier or spend less time in a rehabilitation unit, prior to home discharge.
Fighting HIV with more testing

The redesign of our Sexual Health Service led to a significant increase in the volume of HIV testing we were able to perform in this financial year. We exceeded the target established by the Ministry of Health, supporting the statewide effort to increase HIV testing levels and shorten the timeframe between HIV infection, diagnosis and treatment.

Changes made to the service included the introduction of additional evening clinics, new ‘express’ testing clinics and a new outreach site on King Street, Newtown.

New interpreter service

Community Health has been instrumental in creating a new call centre for the Sydney Health Care Interpreter Service, which has proven a huge success.

The service, available to staff at patients across Sydney Local Health District, South Eastern Sydney Local Health District, Sydney Children’s Hospital at Randwick, St Vincent’s Hospital and some non-government organisations, aims to ensure healthcare services are accessible to all communities regardless of language and culture. Communication using a professional health care interpreter ensures accuracy and neutrality in the transmission of information; informed consent is obtained; and confidentiality of patient information.

The service, free to all patients and their families/carers, is available 24 hours a day, seven days a week including public holidays.
Minister’s best

This year the Mental Health Co-Located GP Service model, implemented at Marrickville and Redfern health centres, won the Minister for Mental Health Award at the NSW Health Awards and the Silver award at the Australian and New Zealand Mental Health Conference. The service aims to improve access to health care for patients who do not have a relationship with a general practitioner, with a focus on preventative health strategies and early intervention.

The co-location of the service within the Health Centre ensures a collaborative approach to provide seamless and continuous care to improve the health of mental health clients.

Help for new parents

This year Tresillian Family Care Centres, three of which are funded by Sydney Local Health District, launched a new book to help mums and dads settle their newborn or deal with a challenging toddler.

The book, called Hello Baby! Parenting with Confidence: A Tresillian Guide was launched by Minister for Health Jillian Skinner and was authored by Professor Cathrine Fowler, with a foreword by journalist and mum Annabel Crabb.

Today there are four centres across Sydney - Belmore, Penrith, Willoughby and Wollstonecraft - which offer professional support services and practical advice.
Australian-first Aboriginal detox service

This year Royal Prince Alfred Hospital’s Drug Health Services helped establish Australia’s first outpatient detox program for indigenous Australians with drinking problems. The program was developed in collaboration with the University of Sydney and the Illawarra Aboriginal Medical Service (IAMS), which is currently running a trial in the Illawarra.

Professor of Addiction Medicine Kate Conigrave (pictured) said that previously alcohol detoxification for Aboriginal Australians had only happened in a residential treatment service, but that there was a real shortage of beds, even if there was a court order for someone to stop drinking or face imprisonment.

“There are other barriers for residential treatment as people might not have the required childcare or transport, and there is a lot of shame associated with admitting yourself to a detox program. It takes a lot of courage,” Professor Conigrave said.

Professor Conigrave and Dr. Jonathan Brett helped the AMS manage long standing concerns regarding non-residential detox services for Aboriginal people due to a much higher likelihood of physical illness including diabetes and kidney problems.

Redfern Community Day

A day of fun, food and education was held in Waterloo this year to help the local community learn about, and connect with, government services.

Senior staff from Sydney Local Health District, Redfern Police, Housing, Corrective Services, Aboriginal Affairs, Education and City of Sydney Council, were on hand to provide advice on a variety of social, welfare and health issues, and a free barbecue lunch and entertainment for locals.
MENTAL HEALTH

World-class centre to change the face of care

Sydney Local Health District recently opened the state-of-the-art $67 million mental health unit on the Royal Prince Alfred Hospital campus, the Professor Marie Bashir Centre.

A NSW Government joint initiative with the University of Sydney, the centre features an aesthetically beautiful design complete with stunning wall murals and peaceful outdoor gardens, aimed at creating a more homely environment for patients and their families. The six-storey Centre will provide 73 beds and features a six-bed short stay unit, an assessment unit, physical therapies suite, acute adult inpatient services, with capacity to manage mothers and babies in a defined pod, and a high dependency unit. It also houses the state’s eating disorder services under the one roof for the first time, and provides seven University of Sydney beds dedicated to translational research. The centre will also include the State’s first comprehensive eating disorder unit with all required services under one roof.

Living well, living longer

Sydney Local Health District has launched a new program to improve the physical health of people living with mental illness. The head of this program, Liesl Duffy, said the Living Well, Living Longer program involved basic health promotion and preventative primary care, with referral to appropriate specialist services as needed, underpinned by communication between the various providers, care coordinators, consumers and their carers and families.

Key achievements include the establishment of the outpatient ccCHIP Cardiometabolic Clinic, a one-stop specialist clinic comprising endocrinology, cardiology, oral health assessment, and dietetics review together with psychiatrists with expertise in managing physical health.

About Us

Director: Associate Professor Victor Storm

Deputy Director: Claire Edwards

The Mental Health Service provides acute and extended care through its clinical streams of child and adolescent, youth, adult, and older persons specialist services. Inpatient services are located at the Missenden Unit at Royal Prince Alfred Hospital, at Concord Centre for Mental Health co-located with Concord Repatriation General Hospital and at Thomas Walker Hospital (Ryde/dell). Specialist community mental health services are co-located with other health services.

The Year Ahead

We are continuing to expand the community based Mental Health Service, with a third major investment from the District board. Building on the establishment of the Croydon Canterbury Assertive Outreach Team in 2012/13 and the Community Collaborative Care Coordinators this year, the next 12 months will see enhancement of respite services to provide an alternative to acute inpatient admission. We will continue focusing on the physical health needs of community consumers with employment of a dietician and exercise physiologist and expansion of the collaborative care project with Inner West Sydney Medicare Local.
Vaccinating the most vulnerable

The school-based Immunisation Program delivers vaccines to adolescents in high schools across Sydney LHD. There are 5449 students enrolled at 53 schools. Between January 2013 and June 2014, of this total enrolment 4530 (83 per cent) received dTp (combined diptheria, tetanus and pertussis vaccine) and for the Human Papilloma Virus (PHV) Vaccine, 4674 (86 per cent) received dose 1; 4614 (85 per cent) received dose 2 and 4443 (82 per cent) received dose 3.

In the year ahead the Public Health Unit will continue to implement initiatives to improve immunisation rates, including recruiting an Aboriginal Immunisation Officer to support Aboriginal children and their families who are overdue for immunisations.

Active Canterbury Together

Health Promotion Service collaborated with Canterbury City Council in the Active Canterbury Together project. The Healthy Communities Initiative program aimed to reduce the prevalence of overweight and obesity in the community.

Seventy-five per cent of participants were adults not predominantly in the paid workforce. Secondary target groups of older Australians, culturally and linguistically diverse populations, new wave migrants and women in their 30s and 40s were also well engaged in many of the programs.
Influx of enrolled nurses

CEWD is leading NSW in the training of enrolled nurses through the delivery of the Vocational Education and Training sector qualification, Diploma of Nursing (Enrolled - Division 2 Nursing). This program is critical for the development and sustainability of the District’s nursing workforce.

The past year was a significant time for this program with large numbers of graduates entering the workforce. Approximately 52 students graduated with the majority gaining full-time, permanent employment. Completion rates for this program are very high with 98 per cent successfully awarded the qualification. A further 31 students commenced the program in April 2014.

The new face of education

This year CEWD finalised its separation from South Western Sydney Local Health District and formalised a dedicated Centre for Sydney Local Health District. This prompted a rebranding of the centre and a review of service delivery models.

This included the development of seven portfolios aligned to the strategic direction of Sydney Local Health District.

The CEWD website was also redeveloped and is now more user friendly with a clear brand identity. The rebranding project culminated in a CEWD travelling roadway, visiting every facility in the District to engage with staff.

The Centre for Education and Workforce Development provides a comprehensive range of both clinical and non-clinical education and training programs tailored to meet the needs of the diverse District workforce.

CEWD has continued to be an active delivery site of the NSW Health Registered Training Organisation and a driver of the Vocational Education and Training sector education across NSW. All of the educational opportunities offered by CEWD are closely aligned to the District’s Education and Training Strategic Plan 2013 – 2018.

CEWD will host the District’s first Education Symposium in 2015. The event will focus on key education themes applicable across a range of clinical and non-clinical areas.

The symposium will be an opportunity for networking and professional development. The new Education and Training Dashboard will ensure that facility executives are well informed about education and training trends for their staff and that proactive measures can be implemented to ensure that both organisational and individual professional needs are being met. We will also continue to work on an education evaluation methodology with the help of external experts and new evidence based evaluation tools, to ensure a long term return on investment.
Collaboration builds momentum

Sydney Local Health District has a long and proud history of medical research and directly conducts, hosts, sponsors and supports world-leading biomedical, clinical, health services and public and population health research across its principal tertiary facilities, Royal Prince Alfred Hospital and Concord Repatriation General Hospital, and several highly eminent medical research institutes.

Our vision is to be a world leader in health research driving excellence in health and health care and generating community, social and economic benefits. Our mission is to be a health service that values, profiles and supports a wide spectrum of the highest quality research as a central component of health service provision, and whose research and its translation is valued by its community and is recognised nationally and internationally.

In 2013 Sydney Research formed to bring together a world-leading network of health and medical research experts in healthcare, education and research. Since then the members, including Sydney Local Health District, the University of Sydney, 11 medical research institutes and the Inner West Medicare Local, have worked together by sharing knowledge and resources and facilitating more unified and coordinated grant applications. The group’s combined research workforce is over 2,000 people offering a full spectrum of research including biomedical sciences, clinical research, health systems and population health.

This cooperative approach resulted in more than $40 million in grants funding across basic science, clinical medicine and sciences, health service and public health research and more than 500 clinical trials were conducted by Sydney Research Members in 2014.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brain and Mind Institute</td>
<td></td>
</tr>
<tr>
<td>Early intervention for mood disorders. Prof Ian Hickie, Centre for Research Excellence</td>
<td>$2,499,420</td>
</tr>
<tr>
<td>Can we predict who will develop major mental disorders? A long-term study of adolescent twins. Prof Ian Hickie, NHMRC Project Grants</td>
<td>$1,291,586</td>
</tr>
<tr>
<td>Centenary Institute of Cancer Medicine and Cell Biology</td>
<td></td>
</tr>
<tr>
<td>Characterisation of miRNAs that Regulate Vascular Leakage. Mr Jia Li, NHMRC Postgraduate Scholarships</td>
<td>$137,825</td>
</tr>
<tr>
<td>Intron retention regulation in granulopoiesis and leukaemia. Prof John Rasko, NHMRC Project Grants</td>
<td>$555,505</td>
</tr>
<tr>
<td>Macrophages in skin inflammation. Prof Wolfgang Weninger, NHMRC Project Grants</td>
<td>$596,226</td>
</tr>
<tr>
<td>Clinical and Genetic Studies in Inherited Heart Diseases and Sudden Death. Prof Christopher Semsarian, NHMRC Research Fellowships</td>
<td>$542,217</td>
</tr>
<tr>
<td>Development of Antimalarial Drug Leads. A/Pr Richard Payne, NHMRC Project Grants</td>
<td>$627,670</td>
</tr>
<tr>
<td>Concord Hospital/Concord Clinical School</td>
<td></td>
</tr>
<tr>
<td>Better cardiovascular outcomes in kidney disease. Dr Meg Jardine, Career Development Fellowships</td>
<td>$404,884</td>
</tr>
<tr>
<td>Medicines and Ageing. Prof Andrew McLachlan, Centre for Research Excellence</td>
<td>$2,446,504</td>
</tr>
<tr>
<td>CTC</td>
<td></td>
</tr>
<tr>
<td>Should we treat iron deficiency anaemia of pregnancy with lactoferrin? A randomised controlled trial. Prof William Tarnow-Mordi, NHMRC Project Grants</td>
<td>$2,636,507</td>
</tr>
<tr>
<td>Diabetic Retinopathy – Closing the Loop for Diabetic Eye Care and Complication Risk Mitigation. Prof Anthony Keech, Centre for Research Excellence</td>
<td>$2,479,298</td>
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<tr>
<td>George Institute</td>
<td></td>
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<tr>
<td>Establishing the best front-of-pack labelling system for Australian foods. Prof Bruce Neal, NHMRC Partnerships</td>
<td>$296,455</td>
</tr>
<tr>
<td>Improving outcomes in kidney disease. Prof Vlad Perkovic, NHMRC Research Fellowships</td>
<td>$664,515</td>
</tr>
<tr>
<td>Discovery and translation of evidence for new strategies to combat cardiovascular diseases. Prof Stephen MacMahon, Program Grants</td>
<td>$17,802,750</td>
</tr>
</tbody>
</table>
Extraordinary surgeon wins RPA Medal

This year’s prestigious RPA Foundation Research Medal has been awarded to Professor Michael Solomon for his significant contribution to research, in the field of surgery.

Professor Solomon was presented with his medal, and a cheque for $50,000, at an event held in the Kerry Packer Education Centre.

Sydney Local Health District’s Director of Research and 2004 medal winner, Professor Warwick Britton, said Professor Solomon was leading the world in research on pelvic exenteration, focussing on innovative surgical techniques and the short and long term clinical and patient reported outcomes.

“Internationally and nationally renowned for his research and clinical care of the most complex cancer cases, Professor Solomon is also the founding Director and Head of the Surgical Outcomes Research Centre at the University of Sydney.”

The centre, known as SOuRCE, was the first to combine pioneering work addressing the most technically challenging lateral pelvic recurrences and a database of clinical and patient reported outcomes to monitor and evaluate health service impact and patient survival and quality of life.

RPA General Manager Deborah Willcox said Professor Solomon’s surgical approach had demonstrated a zero per cent mortality and acceptable morbidity with this approach.

In 2013/14, Professor Solomon and the multidisciplinary surgical team undertook 53 pelvic exenteration surgeries. He has received more than $9 million in peer reviewed research grants from the National Health and Medical Research Centre, Cancer Australia, Cancer Institute NSW.

NHMRC funding 2014

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sudden death among patients with renal failure and the use of life saving cardiac defibrillators. Dr James Kushwin Triwon Rajamani, Early Career Fellowships (Overseas)</td>
<td>$383,636</td>
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<tr>
<td>Biocompatible synthetic conduits to treat vascular disease. A/Pr Martin Ng, NHMRC Development Grants</td>
<td>$410,934</td>
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<tr>
<td>How fenofibrate protects from diabetic complications. A/Pr Martin Ng, NHMRC Project Grants</td>
<td>$609,505</td>
</tr>
<tr>
<td>Developing more effective synthetic conduits to treat vascular disease. A/Pr Martin Ng, NHMRC Project Grants</td>
<td>$603,901</td>
</tr>
<tr>
<td>Head stabilising reflexes in humans and their use in diagnosis of vertigo. Dr Sally Rosengren, NHMRC Project Grants</td>
<td>$267,111</td>
</tr>
<tr>
<td>The Physiological Role of Glutathione-S-Transferase in the Intracellular Storage and Transport of Nitric Oxide and its Biomedical Effects. Prof Des Richardson, NHMRC Project Grants</td>
<td>$526,894</td>
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<tr>
<td>Targeting HMGB1 to prevent diabetic nephropathy. Prof Steven Chadban, NHMRC Project Grants</td>
<td>$617,562</td>
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<tr>
<td>The Role of the Hepatocyte and EMMPRIN in Liver Injury. Dr Nicholas Shackel, NHMRC Project Grants</td>
<td>$587,562</td>
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<tr>
<td>Integrated clinical &amp; regulatory toxicology research. Prof Andrew Dawson, NHMRC Research Fellowships</td>
<td>$542,217</td>
</tr>
<tr>
<td>Biomedical Investigations of Pharmacology and Pathology. Prof Des Richardson, NHMRC Research Fellowships</td>
<td>$822,925</td>
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<tr>
<td>An integrated research program in human toxicology to ensure rapid translation of results into practice and regulation. Professor Nicholas Buckley, Program Grants</td>
<td>$6,846,800</td>
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<tr>
<td>NeuroSleep. Prof Ronald Grunstein, Centre for Research Excellence</td>
<td>$2,496,739</td>
</tr>
<tr>
<td>CSI-Sydney: New technologies to treat chronic sinus infection. A/Pr Paul Young, NHMRC Development Grants</td>
<td>$401,708</td>
</tr>
<tr>
<td>Interventions for improving lung health. Prof Guy Marks, NHMRC Research Fellowships</td>
<td>$897,925</td>
</tr>
</tbody>
</table>
About Us

The Sydney Local Health District Performance Unit aims to provide a central location for knowledge and expertise in management and reporting of information contained within the Performance Agreement between the District and NSW Ministry of Health.

We are also responsible for general performance monitoring and reporting, casemix and coding, including education, clinical costing, change management and clinical redesign expertise. The unit strives to promote the highest quality information service, through continuous improvement, utilisation of technology advancement and latest software to meet Executive and stakeholder needs and expectations.

The Year Ahead

Our District leads NSW in providing timely access to data to support performance improvement and sustainability. The importance of this access has been highlighted by the implementation of activity based funding throughout the State. The District is currently in discussions with a number of health entities to establish and lead the STARS Centre of Excellence to ensure the gains that we have achieved, are also achieved across the State.

The District has already commenced work assisting the NSW Health and many LHDs in the development of applications using the Qlikview platform relevant to their services.

Performance and Innovation

Guiding new ideas

This year we launched the Sydney Local Health District Innovation website and program to encourage a culture of innovation and performance improvement throughout the entire organisation. The unit oversaw the coordination of the annual SLHD Innovations Symposium, works closely with Clinical Redesign Program participants, established close links with the HealthPathways Sydney program and was instrumental in establishing JMO Innovation Working Groups at our two principle referral hospitals, Royal Prince Alfred Hospital and Concord Hospital.

The Pitch

The Pitch is a new initiative that invites staff to ‘pitch’ their innovative ideas to improve our system to a panel of experienced judges.

It aims to reinvigorate a culture of innovation across the District and is open to all staff with $50,000 on offer each quarter to bring the winning idea to fruition. It provides a sense of empowerment to all levels of the organisation by showcasing that we are interested and excited by all ideas that aim to improve our system and patient experiences – no matter how big or small.

The right tool for the job

The Sydney Local Health District Project Toolkit has been launched to provide healthcare project teams with the appropriate tools to not only commence projects but guide processes along, ensuring that deliverables and outcomes are achieved. The toolkit presents a number of available methodologies (LEAN, Six Sigma, CPI, AIM) while maintaining close alignment with the Clinical Redesign Methodology which incorporates a number of change management and continuous improvement concepts with a focus on Patient and Family Centred Care. This toolkit has been shared and since adopted by a number of LHDs within NSW Health.
**SLHD ACTIVITY DATA FOR THE 12 MONTHS 1 JULY 2013 TO 30 JUNE 2014**

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Separations</th>
<th>Same Day</th>
<th>per cent of same day separations (%)</th>
<th>Total bed days</th>
<th>Average length of stay (acute)</th>
<th>Daily average of inpatients</th>
<th>Occupancy rate</th>
<th>Acute bed days</th>
<th>Non-admitted patient services</th>
<th>ED attendances</th>
<th>Births</th>
<th>Total available beds</th>
<th>Average available beds*</th>
<th>Ambulance presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balmain Hospital</td>
<td>2,046</td>
<td>537</td>
<td>26.25</td>
<td>25,089</td>
<td>12.26</td>
<td>68.74</td>
<td>90.01</td>
<td>9,894</td>
<td>233,538</td>
<td>27,133</td>
<td>74.34</td>
<td></td>
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<tr>
<td>Canterbury Hospital</td>
<td>17,446</td>
<td>4,434</td>
<td>25.42</td>
<td>59,490</td>
<td>3.41</td>
<td>162.79</td>
<td>86.81</td>
<td>48,819</td>
<td>172,644</td>
<td>39,315</td>
<td>1,748</td>
<td>62,116</td>
<td>170.18</td>
<td>8,246</td>
</tr>
<tr>
<td>Community Health-SWS Nth East Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>258,148</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Concord Hospital</td>
<td>52,134</td>
<td>32,117</td>
<td>61.60</td>
<td>213,221</td>
<td>4.09</td>
<td>584.17</td>
<td>88.78</td>
<td>205,950</td>
<td>486,720</td>
<td>37,075</td>
<td>241,645</td>
<td>662.04</td>
<td>9,889</td>
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<tr>
<td>Department of Forensic Medicine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>18,452</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Lifehouse Australia (excl private patients)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>18,452</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Royal Prince Alfred Hospital</td>
<td>79,955</td>
<td>37,751</td>
<td>47.22</td>
<td>280,225</td>
<td>3.50</td>
<td>767.74</td>
<td>94.16</td>
<td>255,012</td>
<td>853,599</td>
<td>73,164</td>
<td>5,143</td>
<td>276,024</td>
<td>756.23</td>
<td>22,357</td>
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<tr>
<td>Royal Prince Alfred Institute of Rheumatology and Orthopaedics</td>
<td>1,665</td>
<td>327</td>
<td>19.64</td>
<td>5,386</td>
<td>3.23</td>
<td>14.76</td>
<td>59.00</td>
<td>5,386</td>
<td>50,847</td>
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</tr>
<tr>
<td>Scarba House - Central Sydney Unit</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>2,890</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Sydney Dental Hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>173,938</td>
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<td></td>
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</tr>
<tr>
<td>Thomas Walker</td>
<td>274</td>
<td>2</td>
<td>0.73</td>
<td>2,658</td>
<td>9.70</td>
<td>73.28</td>
<td>43.67</td>
<td>0</td>
<td>12,585</td>
<td>6,240</td>
<td>17.10</td>
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<tr>
<td>Tesillian Care Centre</td>
<td>2,785</td>
<td>48</td>
<td>1.72</td>
<td>10,350</td>
<td>3.72</td>
<td>28.36</td>
<td>89.30</td>
<td>10,346</td>
<td>57,613</td>
<td>12,024</td>
<td>32.94</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLHD Community Mental Health Services</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>467,530</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>SLHD Total</strong></td>
<td><strong>156,305</strong></td>
<td><strong>75,216</strong></td>
<td><strong>48.12</strong></td>
<td><strong>596,349</strong></td>
<td><strong>3.82</strong></td>
<td><strong>1,633.83</strong></td>
<td><strong>90.12</strong></td>
<td><strong>535,407</strong></td>
<td><strong>2,830,735</strong></td>
<td><strong>149,554</strong></td>
<td><strong>6,891</strong></td>
<td><strong>625,182</strong></td>
<td><strong>1,713</strong></td>
<td><strong>40,492</strong></td>
</tr>
</tbody>
</table>

*Excludes beds in ED and delivery suite*
On budget

In 2013-14 Sydney Local Health District spent $1.446 million providing health care to the people of NSW and have done so under budget.

A total of $907 million was spent on our staff and $43 million was spent on visiting doctors. Goods and services cost $429 million, including maintenance, drugs, laboratory chemicals, x-ray film, sutures, needles and services provided to our residents by other NSW health services.

Our own sourced revenue included $88 million from patient fees and $167 million from other revenue.

We continue to deliver and manage health services to budget despite the challenges of an ageing population, technological advances in health care and complexity in patient conditions. The District is committed to maintaining open and transparent financial practices, with a budget roadshow presenting the latest data around the District again this year, and the Board will continue to monitor our financial position.


CAPITAL WORKS

This team works with services across the District on a range of projects, including those listed below.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ESTIMATED TOTAL COST ($’000)</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Professor Marie Bashir Centre</td>
<td>$67,000</td>
<td>Completed and to be occupied as 18/11/2014</td>
</tr>
<tr>
<td>Sydney Dental Hospital Voluntary Dental Graduate Year Program</td>
<td>$1,200</td>
<td>Due to be completed mid November 2014</td>
</tr>
<tr>
<td>Concord Hospital New Subacute Beds (20)</td>
<td>$9,000</td>
<td>Completed June 2014</td>
</tr>
<tr>
<td>RPA MRI Procurement</td>
<td>$3,500</td>
<td>Completed November 2013</td>
</tr>
<tr>
<td>Lifehouse Medical Imaging Equipment</td>
<td>$2,532</td>
<td>Equipment ordered October 2013</td>
</tr>
<tr>
<td>SLHD COAG Emergency Department short stay Canterbury Hospital</td>
<td>$2532</td>
<td>Completed May 2014</td>
</tr>
<tr>
<td>SLHD COAG High Volume Short stay Peri-operative &amp; Post operative unit Canterbury Hospital</td>
<td>$1,815</td>
<td>Completed May 2014</td>
</tr>
</tbody>
</table>

**COMPLETED PROJECTS SINCE 2012**

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ESTIMATED TOTAL COST ($’000)</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RPA Hybrid Laboratory</td>
<td>$3,240</td>
<td>Completed September 2012</td>
</tr>
<tr>
<td>Dame Eadith Walker House refurbishment for HIV Dementia Patients</td>
<td>$3,943</td>
<td>Completed May 2013</td>
</tr>
<tr>
<td>Concord Hospital—Thomas Walker Estate Stonework Repairs</td>
<td>$1,200</td>
<td>Completed October 2012</td>
</tr>
<tr>
<td>Concord Hospital Foreshore Walk</td>
<td>$0500</td>
<td>Completed June 2013</td>
</tr>
</tbody>
</table>
STRATEGIC RELATIONS AND COMMUNICATIONS

Communication is one of the most important tools for the District as it helps our community access our services, be informed about our vision and organisation and know what to expect from their local health district. It helps us provide clear, timely, consistent and accurate information, promote and showcase our services, provide health information, and build relationships with stakeholders and community. Our communication with our staff and community will continue to evolve as new communication tools become available.

Going social

In the first five months our Facebook page has reached more than 372,000 people and our content has been seen more than 805,000 times on Facebook. Currently more than people have subscribed to our news feed by liking our page, and that number is growing every day.

Facebook is a fantastic tool for disseminating important health information, and our YouTube videos share stories about our staff and their achievements in engaging and compelling ways.

Our friends in the media

Sydney Local Health District has maintained a strong presence in local, metropolitan and national media with hundreds of positive stories appearing in print, and radio and TV broadcasts.

Regular news stories featuring our clinicians, researchers and other staff are seen by just under one million people across Australia, reaffirming the District’s reputation as an internationally recognised centre for excellence in healthcare.

The campaign trail

The Two Reasons campaign was launched to promote screening mammograms with 12,000 flyers and postcards distributed across Sydney’s inner west in cafes and other small businesses. The title, Two Reasons, refers to the two biggest risk factors for developing breast cancer, being over the age of 50 and being female.

The flu vaccination campaign engaged our staff across every available medium including posters throughout each facility and successfully increased flu vaccination by about 10 per cent across the District.

Fresh faces of the District

This year the District relaunched several existing web pages to be more user friendly and reflective of the services provided.

We have also launched several new web pages, including Sydney Research, and Sydney Local Health District Research web pages. These new pages will become incredibly valuable to researchers and patients seeking clinical trials.
Healthy fun at Yaralla open day

The second annual Yaralla Estate Open Day was another great success with lots of consumers and community members turning up to learn more about the District’s services and provide feedback on our performance. The day included a Teddy Bear Hospital, face painting, Healthy Olympics, Interactive CPR sessions and many more health related stalls and activities.

Christmas stars shine on less fortunate

Last Christmas Sydney Local Health District’s Donate a Star campaign raised much needed funds to purchase a ventilator for the Alotau Hospital in Papua New Guinea. Staff, consumers and members of the community were invited to get involved and purchase a star to hang on Christmas trees positioned at every hospital across the District, with all proceeds going towards the essential medical equipment.

Consumer council comes together

Establishing a Consumer and Community Advisory Council is no easy feat, but this year we have formed a Council with community representatives who are reflective of the diverse community we work with in Sydney Local Health District. It is wonderful to have so many passionate, enthusiastic and innovative people sitting at the table sharing in our decision making; strategic direction and helping us achieve our vision of delivering excellent healthcare services to all.

ABOUT US

Manager: Jess Crause

Sydney Local Health District strives to involve consumers and community groups as active partners in all of our decision making. This ensures that we build and develop services that meet their needs and helps improve health literacy and health promotion.

All of our hospital based networks have created videos on the role of consumers in healthcare which are used for staff training and further recruitment. Many staff across the district attended training on Partnering with Consumers and Patient and Family Centred Care which included a patient story.

THE YEAR AHEAD

In the next 12 months, Community and Consumer Participation will be establishing an online tool for staff to assist them in writing patient publications, holding the annual consumer conferences, engaging users of our health services in innovative ways and delivering purpose developed training for consumers to assist them in their role with us.

We are so excited about the partnerships we have with our council members and their communities and look forward to the year ahead, with the focus of patient and family centred care.

Community and Consumer Participation
Statewide recognition for tireless efforts

One of Sydney Local Health District’s beloved volunteers received state-wide recognition this year at the NSW Health Awards.

Consumer representative Beatrice Brown was named as one of just four finalists in the state for the Volunteer of the Year Award at the NSW Health Innovation Symposium.

A generous gift from the heart

When Yvonne Johnstone’s son Robbie died suddenly three years ago, she chose to honour his life by helping save others. Having worked as a cardiology department secretary at Royal Prince Alfred Hospital for more than 25 years, Yvonne recently donated $15,000 from Robbie’s superannuation fund to help purchase an ultrasound machine for her former workplace.

“I was always very impressed with what they do and how dedicated they are, and I wanted something useful to come from Robbie’s passing,” Yvonne said.

“It was his money so really he made the contribution that could help save lives. He’d like that.”

Sydney Local Health District’s Clinical Director of Cardiovascular Services, Professor Phil Harris, said Yvonne was a much-loved member of the department and praised her generosity at a special ceremony.

“It’s simply amazing that, in your time of personal loss and tragedy, you thought of making a gift to the hospital and the department,” Professor Harris said at the ceremony. “We thank you and we honour Robbie’s memory as you have done with this gift.”
Sydney Local Health District
Head Office
King George V Building, RPA Campus,
Missenden Road, Camperdown
NSW 2050
Ph: (02) 9515 9600
Website: www.slhd.nsw.gov.au
Business Hours: 8.30am-5.00pm,
Monday to Friday

PUBLIC HOSPITALS
www.slhd.nsw.gov.au

Balmain Hospital
29 Booth St, Balmain NSW 2041
Ph: (02) 9395 2111
Fax: (02) 9395 2020
balmain@sswahs.nsw.gov.au

Canterbury Hospital
Canterbury Rd, Campsie NSW 2194
Ph: (02) 9787 0000
Fax: (02) 9787 0031

Concord Repatriation General Hospital
Hospital Rd, Concord NSW 2139
Ph: (02) 9767 5000
Fax: (02) 9767 7647

Concord Centre for Mental Health
Hospital Rd, Concord NSW 2139
Ph: (02) 9767 8900
Fax: (02) 9767 8901

Royal Prince Alfred Hospital
Missenden Rd, Camperdown NSW 2050
Ph: (02) 9515 6111
Fax: (02) 9515 9610

Sydney Dental Hospital
2 Chalmers St, Surry Hills NSW 2010
Ph: (02) 9293 3200
Fax: (02) 9293 3488

Thomas Walker Hospital
(Rivendell Child and Adolescent Unit)
Hospital Rd, Concord West NSW 2138
Ph: (02) 9736 2288
Fax: (02) 9743 6264
Email: rivendell@sswahs.nsw.gov.au

THIRD SCHEDULE SERVICES

Tresillian Family Care Centres
Website: www.tresillian.net
Head Office: McKenzie St,
Belmore NSW 2192
Ph: (02) 9787 0800
Fax: (02) 9787 0880
Email: tresillian@sswahs.nsw.gov.au
1b Barber Ave, Kingswood NSW 2747
Ph: (02) 4734 2124

25 Shirley Rd, Wollstonecraft
NSW 2065
Ph: (02) 9432 4000
Fax: (02) 9432 4020

2 Second Ave, Willoughby NSW 2068
Ph: (02) 8962 8300
Fax: (02) 8962 8301

OTHER SERVICES

Sydney South West Pathology Service
Missenden Rd, Camperdown NSW 2050
Ph: (02) 9515 7960
Fax: (02) 9515 7058

Yaralla Estate
Ph: 9515 9600
Yaralla.EstateCommittee@sswahs.nsw.gov.au

COMMUNITY HEALTH SERVICES

Camperdown Child, Adolescent and Family Health Services
142 Carillon Ave, Camperdown
NSW 2050
Ph: (02) 9516 3232
Fax: (02) 9519 8607

Camperdown - Community Nutrition
Building 11, Missenden Rd,
Camperdown NSW 2050
Ph: (02) 9515 6344

Camperdown - Eastern and Central Sexual Assault Services
L5, King George V Building

Marrickville Child, Adolescent and Family Health Service
Marrickville Health Centre
155-157 Livingstone Rd, Marrickville
NSW 2204Ph: (02) 9562 0500

Marrickville – Migrant Health Team
Marrickville Health Centre
155-157 Livingstone Rd, Marrickville
NSW 2204Ph: (02) 9562 0500

COMMUNITY SERVICES

Canterbury Child, Adolescent and Family Health Service
Canterbury Community Health Centre
Corner Thorncraft Pde and
Canterbury Rd, Campsie NSW 2194
Ph: (02) 9787 0600

Canterbury Community Nursing Service
Canterbury Community Health Centre
Canterbury Hospital
Canterbury Rd, Campsie NSW 2194
Ph: (02) 9787 0599

Canterbury Multicultural Youth Health Service
Canterbury Community Health Centre
Corner Thorncraft Pde and Canterbury Rd, Campsie NSW 2194
Ph: (02) 9787 0600

Concord Community Nursing Service
Concord Hospital Building 21
Hospital Rd, Concord NSW 2137
Ph: (02) 9767 6199

Croydon Community Nursing Service
24 Liverpool Rd, Croydon NSW 2132
Ph: (02) 9378 1100

Croydon Child, Adolescent and Family Health Service
Croydon Health Centre
24 Liverpool Rd, Croydon NSW 2132
Ph: (02) 9378 1100

Croydon - Community Paediatric Physiotherapy Services
Croydon Health Centre
24 Liverpool Rd, Croydon NSW 2132
Ph: (02) 9378 1100

Redfern Community Health Centre
103 Redfern St, Redfern NSW 2016
Ph: (02) 9395 0444

Redfern - Community HIV/AIDS Allied Health
Redfern Community Health Centre
103 Redfern St, Redfern NSW 2016
Ph: (02) 9395 0444

Redfern - Community Nursing
Redfern Community Health Centre
103 Redfern St, Redfern NSW 2016
Ph: (02) 9395 0444

Redfern – Mental Health Service
Redfern Community Health Centre
103 Redfern St, Redfern NSW 2016
Ph: (02) 9395 0444

EARLY CHILDHOOD HEALTH SERVICES
Croydon
24 Liverpool Rd, Croydon NSW 2132
Ph: (02) 9378 1100

Earlwood
Corner Homer and William Sts
Earlwood NSW 2206
Ph: (02) 9562 5400

Five Dock
Corner Park Rd and First Ave,
Five Dock NSW 2046
Ph: (02) 9562 5400

Glebe/Ultimo
160 Johns Rd, Glebe, NSW 2037
Ph: (02) 9562 5400

Alex Park Community Centre
Park Rd, Alexandria NSW 2016
Ph: (02) 9319 3207

Ashfield
260 Liverpool Rd, Ashfield NSW 2131
Ph: (02) 9716 1800
(Temp relocated to Croydon due to council redevelopment)

Balmain
530A Darling St, Rozelle NSW 2039
Ph: (02) 9562 5400

Belmore
38 Redman Pde, Belmore NSW 2192
Ph: (02) 9718 0157

Camperdown
142 Carillon Ave, Camperdown
NSW 2050
Ph: (02) 9516 3232
Fax: (02) 9519 8607

Campsie
143 Beamish St, Campsie NSW 2194
Ph: (02) 9562 5400

Chiswick
5a Blackwell Point Rd, Chiswick
NSW 2047
Ph: (02) 9562 5400

Concord
57A Wellbank St, Concord NSW 2137
Ph: (02) 9562 5400

Homebush
2A Fraser St, Homebush NSW 2140
Ph: (02) 9562 5400

Lakemba
35 Croydon St, Lakemba NSW 2195
Ph: (02) 9562 5400

Leichhardt
Piazza level, Italian Forum
23 Norton St, Leichhardt NSW 2040
Ph: (02) 9562 5400

Marrickville Health Centre
155-157 Livingstone Rd, Marrickville NSW 2204
Ph: (02) 9562 0500

SYDNEY LOCAL HEALTH DISTRICT BREASTSCREEN NSW SCREENING AND ASSESSMENT SITES
Royal Prince Alfred Hospital
Level 4, Gloucester House, 58 Missenden Rd, Camperdown NSW 2050
Ph: (02) 9515 8686

Croydon Health Centre
Ph: 9378 1444
24 Liverpool Rd, Croydon NSW 2132

ORAL HEALTH SERVICES
Canterbury Oral Health Clinic
Canterbury Hospital, Thorncraft Pde, Campsie NSW 2194

Concord Oral Health Clinic
Building 21, Concord Repatriation General Hospital, Hospital Rd, Concord NSW 2193

Croydon Oral Health Clinic
Croydon Health Centre
23 Liverpool Rd, Croydon NSW 2134

Marrickville Oral Health Clinic
Marrickville Health Centre
155-157 Livingstone Rd, Marrickville NSW 2204

Sydney Dental Hospital
Community Oral Health Clinic
1st floor, Sydney Dental Hospital
2 Chalmers St, Surry Hills NSW 2010
Ph: (02) 9293 3333
LETTERS OF APPRECIATION

26th January 2014

General Manager
ConcordRepatriation General Hospital
Hospit Road
Concord NSW 2139

To the General Manager,

My name is Mr Warren Costell. I have recently had a medical procedure at Concord Hospital from 13th January to 24th January.

The operations were with Professor Hollingshead and everyone I encountered was very patient, caring and made me feel I was going to be taken care of every step of the way. The doctors even walked the floor on the day of my surgery to explain to my two daughters the procedures I would be going through which certainly eased some of their concerns.

After the operation I was brought to the ICU and then moved to Ward 1 North. Every single staff member - nurses, doctors, or dietitian and the like - were amazing. They definitely have a massive task on their hands but nothing even seemed to be a problem for them.

I know their job is not made easy by patients but their patience makes the difficult times a lot easier.

I cannot thank all of the hospital staff enough for the attentive care and support they provided me during my medical procedures and difficult recovery. I would like to think that they contributed greatly to my recovery process and journey back to health.

Special mention must go to the nursing staff in Ward 1 North and the Special mention must go to the nursing staff in Ward 1 North and the nursing staff in the operating room. You are all the operating room: John Hollingshead’s guidance. You are all the operating room, nurses and doctors. All the staff were at all times extremely friendly and also caring in their effective treatment of my two conditions, for which I am very appreciative.

Yours sincerely,

[Signature]

[ Remarks and best wishes]

5th February 2014

The Hospital Administrator,
Balmain Hospital
Booth Street,
Balmain,
Sydney

Dear Sir/Madam,

I write to thank the hospital for the care and attention I have received from your hospital staff over the last week. I was recently transferred to the ICU and then moved to Ward 1 North. Every single staff member - nurses, doctors, or dietitian and the like - were amazing. They definitely have a massive task on their hands but nothing even seemed to be a problem for them.

I know their job is not made easy by patients but their patience makes the difficult times a lot easier.

I cannot thank all of the hospital staff enough for the attentive care and support they provided me during my medical procedures and difficult recovery. I would like to think that they contributed greatly to my recovery process and journey back to health.

Special mention must go to the nursing staff in Ward 1 North and the operating room. You are all the operating room: John Hollingshead’s guidance. You are all the operating room, nurses and doctors. All the staff were at all times extremely friendly and also caring in their effective treatment of my two conditions, for which I am very appreciative.

Yours sincerely,

[Signature]

[ Remarks and best wishes]

28th October 2013

Mr desserts Wilson
General Manager
Royal Prince Alfred Hospital
Missenden Road
CAMPERGROWN NSW 2050

Dear Ms Wilson – Dear Debbie,

My visit to Royal Prince Alfred Hospital Accident and Emergency for a few hours on Tuesday, 3 September 2013, reinforced my fond memories and high regard, which Royal Prince Alfred Hospital continues to uphold.

Having placed my right leg which has required extensive care and attention of all professionals, including medical and surgical staff, from the emergency to the other wards, my experience was equal to the best in the world. I believe, then Dr Alex Phelan, Plastic Surgeon, was equal to the best in the world.

The wound is now healing well.

Would you please convey my great appreciation and warm regards to all.

Yours sincerely,

[Signature]

[ Remarks and best wishes]

[For Department of Health, NSW 2050]