



OUR YEAR IN REVIEW

2018-2019

South Eastern Sydney Local Health District



Artwork by Brenden Broadbent.

Acknowledgement of Country

South Eastern Sydney Local Health District would like to acknowledge the Traditional Custodians on whose land we stand, and the lands our facilities are located on; the lands of the Dharawal, Gadigal, Wangal, Gweagal and Bidjigal peoples.

We would like to pay our respects to the Elders past, present and those of the future.

Contents

FROM THE CHIEF EXECUTIVE	3
FROM THE BOARD CHAIR	5
OUR STRATEGIC PRIORITIES	6
SESLHD SENIOR EXECUTIVE	7
CAPITAL WORKS & REDESIGN	8
RANDWICK HEALTH & EDUCATION PRECINCT	12
OUR RESEARCH	14
SESLHD SNAPSHOTS	18
NURSING & MIDWIFERY	22
MEDICAL EXECUTIVE DIRECTORATE	24
CLINICAL STREAMS & REDESIGN	26
WORKFORCE SERVICES	30
PRIMARY INTEGRATED & COMMUNITY HEALTH	32
ALLIED HEALTH	34
PLANNING POPULATION HEALTH & EQUITY	36
IMPROVEMENT & INNOVATION	38
MENTAL HEALTH	40
ROYAL HOSPITAL FOR WOMEN	42
ST GEORGE HOSPITAL	44
PRINCE OF WALES HOSPITAL	46
SUTHERLAND HOSPITAL	48
SYDNEY/SYDNEY EYE HOSPITAL	50
UNITING WAR MEMORIAL HOSPITAL	52
GARRAWARRA CENTRE	54
CALVARY HEALTH CARE KOGARAH	55
THANKS, VOLLIES	56
SUPPORT FROM OUR FOUNDATIONS	58
SESLHD IMPROVEMENT & INNOVATION AWARDS	60

On a typical day

South Eastern Sydney Local Health District

499

patients are
admitted to our
hospitals

20

babies are born
in our hospitals

265

patients are cared for
in hospital overnight

645

patients will present to our
emergency departments

161

ambulances will help to
safely transport patients

4,850

patients are cared for in
community or outpatient
settings

233

patients will return home
the same day they
are admitted

From the Chief Executive

The 2018-19 year has been an exciting and productive period for South Eastern Sydney Local Health District as we continue our transformation through the *Journey to Excellence Strategy 2018-2021*. The district's focus is to provide quality, safe healthcare services and to make sure we care for and support people in, or close to, their homes so they can stay as independent as possible for as long as possible.

I was appointed to the position of Chief Executive in April 2019 and am privileged to lead one of the most respected local health districts in NSW. I am proud of the services we deliver across our district, the way that we educate future health professionals and leaders and our commitment to research and tackling many of the difficult health problems with innovative solutions. I am committed to delivering change in how we deliver healthcare services into the future, transitioning care closer to the patient's home and improving the wellbeing of the community through innovative use of technology.

In line with one of the district's priorities: 'Safe, person-centred and integrated care', an innovative new model of care named the Rapid Assessment, Diagnosis and Intervention Unit Sutherland (RADIUS) is being trialled at Sutherland Hospital. This community facing unit provides complex medical patients with rapid assessment and intervention, providing an alternative to presenting to the emergency department.

Another innovation this year is the Community Hub at Lexington Place, Maroubra, which opened its doors to provide free support to locals across a range of services including health, housing, social and family support. The Hub@Lexo recognises that creating health and wellbeing in the community requires appropriate partnerships between many organisations.

The district has taken a significant step to recognise and act on climate risk, launching its Environmental Sustainability Plan 2019-2021. The plan acknowledges that climate change is a public health challenge and sets out an ambitious agenda to address the district's climate risk and to improve health, save money and cut carbon emissions.

The opening of new services were celebrated across the district in 2018-19, including: the \$16-million refurbished Cancer Care Centre at St George Hospital, the launch of Kirketon Road Centre's Open Clinic on Crown Street, Surry Hills and the opening of a publicly funded homebirth service at the Royal Hospital for Women.

This year we also saw significant progress across the district with planned capital works projects, including:

- ▶ Progress of the \$720-million capital works project currently underway at the Randwick Hospitals' Campus. Due for completion in 2022, the Randwick Campus will be a world-leading centre for health and wellbeing, research, education and teaching.
- ▶ A NSW Government announcement of \$385 million for a major upgrade of St George Hospital.
- ▶ Announcement of \$81.5 million from the NSW Government for eight new operating theatres and two endoscopy units at Sutherland Hospital.

SESLHD has a strong spirit of community and volunteering and I would like to take this opportunity to thank our volunteers and community representatives who work alongside staff or behind the scenes providing immeasurable contributions.

Our district has experienced a year of outstanding achievements which is testament to the hard work and dedication of our staff. I thank all SESLHD employees for their commitment to ensure we continue to provide quality, safe healthcare to our communities and I look forward to continuing our work together over the coming year.

Tobi Wilson | Chief Executive



About us

South Eastern Sydney Local Health District



By 2031 over one million people will call our local health district home



947,000 residents live in the district



39,934 patients were born overseas



8,724 residents identify as Aboriginal or Torres Strait Islander

South Eastern Sydney Local Health District has been transforming the way we care for our communities over recent years, focused always on keeping people at the heart of every decision and ensuring timely, optimal care is the driving force behind everything we do.

Our transformation – our Journey to Excellence – is an ongoing mission to which we are all committed, led by our previous Chief Executive, Gerry Marr. We continue to be grateful for the vision.

Our journey continues under the new leadership of Chief Executive Tobi Wilson, most recently the General Manager of Prince of Wales and Sydney/Sydney Eye hospitals. Tobi comes to us with a wealth of executive experience from health services in South Australia and Victoria and we have already welcomed an excellent reorganisation of the district's executive structure under his leadership.

I look forward to seeing the positive outcomes which are sure to result from Tobi's leadership including the development and support of a performance culture – a workplace ethos which measures genuine achievement and supporting our community, our patients and our people.

With this in mind, I'm pleased we can say SESLHD is performing extremely well: the number of presentations to our emergency departments has grown rapidly as has the demand for our many services, with our population now approaching one million residents.

The early identification of people requiring care and support in the community is now all the more essential: How do we treat people closer to home and provide them with timely care to minimise their need to attend our hospitals? These are the priorities we continue to pursue in close liaison with partners including the Primary Health Network and the Ministry of Health.

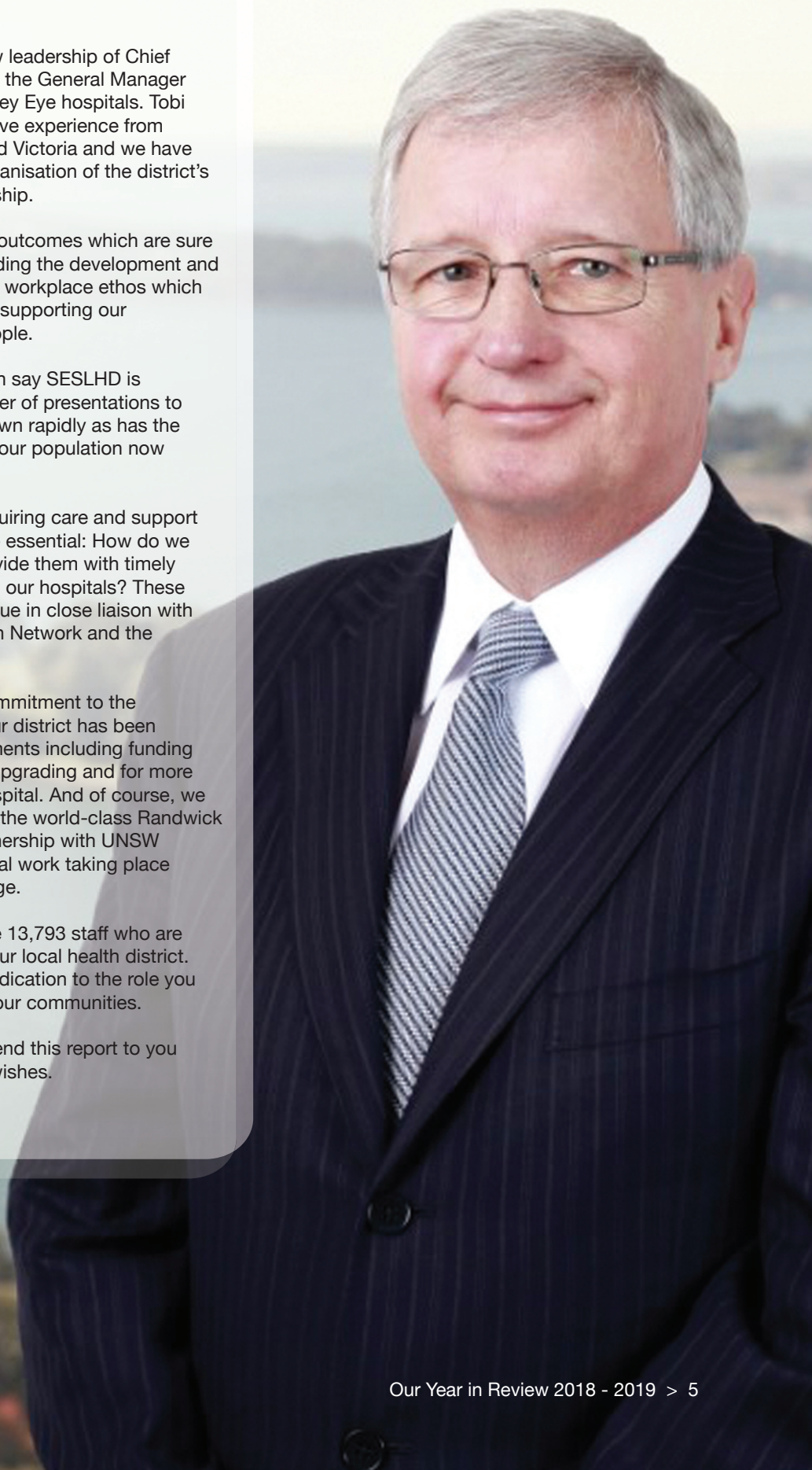
The NSW Government's ongoing commitment to the redevelopment of hospitals within our district has been welcomed this year, with announcements including funding for Stage 3 of St George Hospital's upgrading and for more operating theatres at Sutherland Hospital. And of course, we continue to watch the emergence of the world-class Randwick Health & Education Precinct, in partnership with UNSW Sydney, which will put the exceptional work taking place throughout our district on centre stage.

This work, of course, is thanks to the 13,793 staff who are dedicated to their roles throughout our local health district. I'd like to thank all of you for your dedication to the role you each play in caring for the health of our communities.

It is with great pleasure that I commend this report to you and convey your Board's very best wishes.

Michael Still | Board Chair

From the Board Chair





Journey to Excellence Strategy 2018-2021

Our purpose

To enable our community to be healthy and well, and to provide the best possible compassionate care when people need it.

Our vision

Exceptional care, healthier lives



Safe, person-centred and integrated care

Everyone in our community will have access to safe, compassionate and high-quality healthcare. That care should be provided either at home or as close to home as possible.

- Decrease the hospital standardised mortality ratio by **5% each year**
- Decrease adverse events by **10% each year**
- Improve patient satisfaction of care by **20% each year**
- Decrease the percentage of patients admitted to the emergency department by **5% each year**



Workforce wellbeing

We will create an environment where our people will be accountable and can be happy, well and supported to reach their potential.

- Increase percentage of staff who recommend SESLHD as a place to work by **10% each year**
- Increase percentage of staff who recommend SESLHD as a care setting by **10% each year**
- Increase the number of staff who had a performance review by **10% each year**
- Reduce workers compensation claims by **10% each year**



Better value

We will deliver value to our patients and community through maintaining financial sustainability and making investments consistent with our vision.

- Increase the number of hours given back to patients and the community eg: reduce waiting time/reduce number of visits
- Shift care into the community or outpatient settings
- Operate within the budget allocated to the organisation



Community wellbeing and health equity

We will work together with our partners to achieve health, wellbeing and equity for our shared communities.

- Increase community self-reporting of good health by 5% ("good" or "better")
- Increase the number of children reaching developmental milestones at 18 months and four years by 5%
- Reduce discrepancies in median age of death between geographic areas and priority populations
- Decrease the rate of preventable hospitalisations due to long-term and vaccine-preventable conditions by 5%



Foster research and innovation

We will focus on translating research and innovation into clinical service models that deliver positive health outcomes.

- Increase staff participation in research/innovation education and training
- Increase references to research/innovation outcomes based in SESLHD in the media
- Increase overall research/innovation funding
- Increase the number of SESLHD submissions to innovation awards
- Increase the number of projects that use SESLHD Big Data

Partnerships that deliver

Responsive information management systems

Data & analytics

Fit-for-purpose infrastructure


A culture of continuous improvement

ENABLERS

SESLHD Senior Executive

>> Chief Executive	Gerry Marr David Pearce (acting) Tobi Wilson
>> Director, Improvement and Innovation	Patricia Bradd
>> Medical Executive Director	Dr James Mackie
>> Director, Nursing and Midwifery Services	Kim Olesen
>> Director, Planning, Population Health and Equity	Julie Dixon
>> Director, Finance	Karen Foldi Peter Eaton
>> Director, Primary, Integrated and Community Health	Dr Greg Stewart
>> Director, Programs and Performance	Mark Shepherd
>> Director, Allied Health	Claire O'Connor
>> District Director, Medical Services	Dr Jo Karnaghan
>> Director of Operations, Mental Health Service	David Pearce Angela Karooz (acting)
>> General Manager, Prince of Wales Hospital and Sydney/Sydney Eye Hospital	Tobi Wilson Jennie Barry (acting)
>> General Manager, St George Hospital	Leisa Rathborne Rebecca Tyson (acting)
>> General Manager, Sutherland Hospital and Garrawarra Centre	Valerie Jovanovic
>> General Manager, Royal Hospital for Women	Vanessa Madunic Paul Crowe (acting)
>> Director, Health ICT	Flora Karanfilovski
>> Director, Capital Redesign	Cath Whitehurst
>> Chief Risk Officer	Christine Schlesinger
>> Director, Internal Audit	Alan Ngo
>> Manager, Media and Communications	Maxine Brennan
>> Director, Professional Practice Unit	Margaret Savage
>> Director, Workforce Services	Joy Hiley

Capital Works & Redesign

An architectural rendering of a modern, multi-story building with a glass facade and a pedestrian crossing sign. The building is situated on a street corner, and a pedestrian is visible in the foreground. The sky is blue with some clouds. The text "PRINCE OF WALES" is visible on a building in the background.

“ Extensive consultation has been undertaken with the community and consumers, clinicians and staff to finalise the schematic design. ”



Prince of Wales Hospital

SESLHD is undergoing significant changes as a result of the \$720-million capital works project currently underway at the Randwick Hospitals' Campus.

Staged site establishment, demolition, site clearance and early works have commenced, enabling the start of construction of the new Acute Services Building (ASB) for the Prince of Wales Hospital which is being built to the west of the existing campus.

The ASB will open in 2022 and will include a new adult Emergency Department; an expanded Psychiatric Emergency Care Centre; an expanded Intensive Care Unit; 10 inpatient units; new shared operating theatres for the Randwick Campus; an expanded Central Sterilising Service Department; a Medical Assessment Unit (including a state-of-the-art Virtual Care Centre) and a new helipad.

Trish Wills, Randwick Campus Redevelopment Manager, said extensive consultation has been undertaken with the community and consumers, clinicians and staff to finalise the schematic design for the new ASB.

"Consumer and community engagement has played an important role in the design process and consumer representatives have joined project user group leads to talk to staff about the floor plans," Ms Wills said.

"Staff have taken part in change vision workshops and milestone forums where they have been able to see first-hand

the outcome of the detailed design phase and view schematic designs for the new ASB."

As part of the redevelopment, the Prince of Wales Hospital Emergency Department has undergone a \$2-million refurbishment which was completed in November 2018. The refurbished area provides eight new treatment spaces that will meet demand while the new ASB is being built.

A \$2.4-million refurbishment of the Prince of Wales Hospital's Superintendent's Cottage on the corner of High Street and Avoca Street has been delivered by NSW Health and philanthropic organisations including the Nelune Foundation, the Sony Foundation and Prince of Wales Hospital Foundation. The Medical Superintendent's Cottage was renovated to house the Prince of Wales Hospital Cancer Survivorship Centre and Sony Foundation's Sydney 'You Can' Centre.

In December 2018, the NSW Government announced a partnership that will see UNSW Sydney make an initial investment of up to \$250 million in a Health Translation Hub, which will deliver state-of-the-art education, training and research rooms and expanded ambulatory care clinics in fields such as neuroscience, public and population health. The new building will co-locate the Prince of Wales Hospital Clinical School, the School of Women's and Children's Health and the School of Psychiatry. It is currently being planned with clinicians, researchers and health planners and is expected to be completed and functioning within five years.

Our People



Jeanette Ball

Women's Health Nurse,
Priority Populations Unit

What matters most to me is to improve the health and wellbeing of women living in SESLHD. Particularly women who are vulnerable or experience inequity in accessing health information and services. They are more at risk of poorer health outcomes.

We provide comprehensive women's health assessments. Several women say to me they've never had the opportunity to sit and talk about their health. We're very fortunate to have the time with each client to be able to do that well.

My position isn't just clinical, we also provide women's health information and education, presenting to community groups and organisations both internally and externally – in particular targeting new and emerging populations in our local health district.

The reason I stay in SESLHD is because I feel valued as a member of the organisation.



St George Hospital

Refurbishment of the recovery and endoscopy units at St George Hospital was completed in May 2019. The refurbishment works were managed as part of the hospital's \$277-million capital works redevelopment (Stage 2).

In February 2019, the NSW Government announced \$385 million for a major upgrade (Stage 3) of St George Hospital. The hospital will be given a new precinct that will include an ambulatory care unit, outpatient and day surgery services, a new day rehabilitation unit, increased sub-acute inpatient beds and a hub for community health and home-based services. Construction is expected to be completed in around three years.

In May 2019, Mark Coure MP, Member for Oatley, announced the successful works tender for an \$11.5-million state-of-the-art birthing unit at St George Hospital and upgrade to four of the existing theatres. The new birthing unit will accommodate eight rooms and two assessment rooms and will feature fit-for-purpose birthing rooms including water immersion facilities. The birthing unit will be relocated to level two of the Tower Block and is expected to be operational from early 2020.

In June 2019, the St George Cancer Centre was officially opened. The new centre is more than three times the size of the old facility and now includes 18 chemotherapy chairs, two procedure chairs and three private bedrooms. The final stage includes an atrium which links the Cancer Care Centre and the Pitney Building where many of the medical staff are housed, to provide all weather access for patients and staff. The Cancer Care Centre Building Fund Committee raised \$16 million with community support, including \$1.5 million in funding from the NSW Government.



Our People



James Clarke

Senior Social Worker, SESLHD
Drug and Alcohol Service

I have been a social worker for almost 10 years. I gravitated towards social work as it engages with issues of injustice on a daily basis. I like being able to assist people to overcome systemic barriers, and enjoy trying to make the health system more accessible for people.

As a team leader for allied health clinicians, the team and I work with patients involved with the Drug and Alcohol Service. This service is a dynamic place to work, we are really involved in a lot of research and new practices around drugs and alcohol.

There are great benefits from doing this work and it starts with solving specific problems for patients.

Then, by extension we make processes within health easier by removing barriers or changing things around to help people. We advocate for external systems to improve by using individual patient experiences, which contributes to a wider change. It is very rewarding.

The Sutherland Hospital

Sutherland Hospital's Emergency Department Short Stay Unit (EDSSU) was officially opened on 16 July 2018. The EDSSU is an eight-bed inpatient unit, co-located in the Emergency Department, where patients can receive short-term care including observation, medications, specialist assessment and diagnostics. The opening of the EDSSU marked another completed stage for the Sutherland Hospital's \$62.9-million redevelopment.

Sutherland Hospital is set to get eight new operating theatres and two endoscopy units, following a funding announcement of \$81.5 million by the NSW Government in February 2019.

Work on the new operating theatres is due to commence in 2020-21, with the project scheduled to be completed in 2022-23.

Randwick Health & Education Precinct

The vision for a world-class health, research and education precinct has come closer to realisation over the past year, as work continues on the \$720-million project at Randwick.

An employer of 40 per cent of the local workforce – and a powerhouse driving the local economy – the Randwick Health & Education Precinct will represent years of collaboration between UNSW Sydney, NSW Health and other precinct entities, bringing together a shared vision to improve the lives and the wellbeing of Australians.

“The future is so exciting. The quality of partnerships in teaching, research and clinical work is world class,” said Michael Still, SESLHD Board Chair.

Healthcare has been provided at Randwick for 160 years. The Randwick Hospitals' Campus includes four major hospitals: Prince of Wales Hospital, Royal Hospital for Women, Prince of Wales Private Hospital, Sydney Children's Hospital, as well as the Eastern Suburbs Mental Health Service, NeuRA, Black Dog Institute and Ronald McDonald House. It is bordered by Hospital Road, High, Barker and Avoca streets within the main town centre of Randwick.

The new precinct will physically connect the Randwick Hospitals' Campus to UNSW Sydney, attracting the best talent from an increasingly global talent pool, seeing the concentration of clinical, scientific and academic minds become one of the largest in Australia

UNSW Sydney President and Vice-Chancellor, Professor Ian Jacobs, said the precinct will go far beyond providing the very best health services for local communities.



“The opportunity to achieve this level of seamless physical and working integration between the hospitals and UNSW Sydney will enable us to compete at the forefront internationally in health, research and education,” Professor Jacobs said.

Locating clinical care, research and education in an integrated single setting will have a number of benefits, including a rapid translation of research results directly to bedside care.

This shared interaction allows researchers to undertake studies that are immediately relevant in the real world, with results available to the treating clinicians without delay.

The precinct will support a more personalised, holistic approach to healthcare supported by community based services that promote

patient participation, early detection of illness and maintenance of good health to prevent illness.

NSW Minister for Health and Medical Research, The Hon. Brad Hazzard MP, said the precinct represented a generational opportunity to make Sydney’s East a world-class integrated hospital-university centre.

“The expanded campus is the best way to integrate health, research and education partners and deliver new hospital infrastructure as well as the capacity for further future expansion of clinical services so that Randwick can continue to grow as a centre for medical and academic excellence,” Mr Hazzard said.

Our People



Maria Salazar

Clinical Coding Manager, SESLHD

I manage a team of 16 highly specialised clinical coders, clinical coding educators/ auditors and retrievers who work hard to ensure we keep on top of coding, education and auditing of all inpatient records across the hospitals.

This is vital for Activity Based Funding and monthly reporting to the Ministry of Health, which determines how much funding we receive for all inpatient activity and research.

I am extremely proud that my team won the Team of the Year category in this year’s SESLHD Improvement and Innovation Awards and believe it is a testament to their dedication and passion for their work.

Due to coders being a unique and specialised group, attracting and retaining staff can be a challenge so I am very proud of the work we have done with Workforce to come up with trainee programs, career progression opportunities and incentives to address these challenges.

Capital works underway in the precinct are expected to be completed by 2022.



Our Research

Research across a wide range of disciplines continues and has been planned and implemented in areas of priority since the launch of the SESLHD Research Strategy 2017-2021, just over two years ago.

“A sustainable funding strategy will simultaneously facilitate ongoing research opportunities for staff and ensure greater community access to research.”

Associate Professor Christopher White, Director of Research, SESLHD, said that in the past 12 months primary objectives have included attracting funding for current and future initiatives, fostering greater depth in the areas of expertise where research is established and consolidating external partnerships – as well as creating new networks.

“A sustainable funding strategy will simultaneously facilitate ongoing research opportunities for staff, and ensure greater community access to research,” Associate Professor White said.

“Our Research Strategy aspires to create a strong culture of research throughout the district. By allocating resources to apply for and manage research funding for innovative projects, we are taking steps to achieve this outcome.”

Likewise, our research capacity is strengthened through partnerships with other research and health organisations. SESLHD continues to invest and partner with these organisations – and such relationships are continuing to flourish.

“Through these engagements over the past year, SESLHD has been involved in a number of innovative collaborations that are delving into a range of areas of great need, such as mental health and cancer.

“This critical and inclusive work has meant SESLHD researchers have led or contributed to projects that are innovative and resulted in improved outcomes for the community – our primary goal,” Associate Professor White said.

Realising patient outcomes

Sydney/Sydney Eye Hospital

A pioneering treatment for patients with Fuchs’ dystrophy performed at Sydney/Sydney Eye Hospital was recognised internationally when Dr Greg Moloney, Ophthalmologist, received The Troutman Cornea Prize for Young Clinician Investigators in Chicago in August 2018.

Fuchs’ dystrophy is a condition that can create blurry vision and even lead to blindness.

Dr Moloney said that he and staff at Sydney/Sydney Eye Hospital investigated a technique that removes diseased tissue from the internal layer of the cornea, enabling healthy cells to repopulate.

“The procedure enhances the eye’s capacity for self-healing after an operation. It allows more patients to undergo treatment without requiring a corneal transplant, thus preventing the risk of rejection,” Dr Moloney said.

“The procedure is less invasive than previous surgical options – for patients, this means a cornea transplant can be delayed or avoided, and that donor tissue can be freed up for other recipients.”

The Troutman Cornea Prize is bestowed annually for the most outstanding and innovative paper published during the previous year in the *Corneal Society Journal*, authored by an investigator up to 40 years of age.

Our People



Sandra Grove

Clinical Quality Manager,
Clinical Practice Improvement Unit,
St George Hospital

I aim to empower staff to make a difference at a local level by supporting the implementation of improvement methodologies that focus on improving everyday responsibilities.

Frontline staff are the experts for how we can better use resources and do things differently to improve patient care – and my role is to provide the education and coaching to facilitate these enhancements. We encourage staff to start small, work with a team and share their successes with others to improve what we do, and how we do it. There are a lot of people out there who’re keen to make a difference in their workplace, and those are the staff we need to embrace to enable positive change for everyone.

Over the past couple of years we have adapted our auditing approach to focus on the patient, rather than the process. This innovation means we involve patients in audits by asking them questions and for feedback.

Our results are more meaningful, and we can see whether our systems are looking after the patient holistically while also meeting national standards.

Realising patient outcomes

SESLHD Drug and Alcohol Services

Professor Nicholas Lintzeris, Director, SESLHD Drug and Alcohol Services, was the lead author of a study published by the American Medical Association's *JAMA Internal Medicine* that demonstrated cannabis-based medication helps tackle dependency on cannabis, one of the most widely used drugs globally.

The first-of-its-kind study found that an oral cannabis spray called nabiximols, combined with cognitive behavioural therapy, helped reduce the number of days patients seeking treatment for their cannabis dependence smoked illicit cannabis, compared to a placebo.

"We've never had the evidence before that medication can be effective in treating cannabis dependence – this is the first adequately powered study to show this is a safe and effective approach," Professor Lintzeris said.

"The principles are very similar to nicotine replacement; you are providing patients with a medicine which is safer than the drug they're already using, and linking this with medical and counselling support to help people address their illicit cannabis use."

The 12-week trial of 128 participants who had previously tried and failed to reduce their cannabis usage also noted suppression of withdrawal and cravings, with improvements in physical and psychological wellbeing.

Innovations underway

New ways to prevent and treat liver cancer

In July 2018, the St George and Sutherland Medical Research Foundation (SSMRF) received a \$3-million donation from philanthropist and businessman, Sir Owen Glenn, to fund liver cancer research.

Jacquie Stratford, CEO, SSMRF, said the research is being led by Australia's first Microbiome Research Centre.

"The investigation combines collaborative efforts from main teaching hospitals, leading Australian universities, research institutes and international collaborators who are leaders in the field of cancer," Ms Stratford said.

The program is underway and Chief Investigator Associate Professor Amany Zekry, Head of the Department of Gastroenterology and Hepatology, St George Hospital, said the results will give important insights into the role of the microbiome in liver disease.

"For patients with liver cancer, the research is likely to impact on the success of its treatment. For example, manipulation of the microbiome may positively impact the body's immunotherapy response to liver cancer," Associate Professor Zekry said.

“At the pre-cancer stage, the results will have key preventative implications in terms of earlier identification of patients at risk of developing liver cancer.”

Future commitments to research

A national network to address brain disorders

A key objective within the district's Research Strategy, is to prioritise actions based on the needs of local populations – and neurological, mental health and substance use disorders in Australia currently account for over 20 per cent of the burden of disease.

In 2018, it was announced SESLHD would be one of four founding partners to come together to create the Mindgardens Neuroscience Network – a new, innovative organisation which aims to drive clinical excellence, research and education in brain disorders.

Alongside The Black Dog Institute, Neuroscience Research Australia and UNSW Sydney, SESLHD staff are now working within the largest hub of scientists and clinicians aiming to address brain disorder healthcare in the southern hemisphere.

April 2019 saw an announcement from The Hon. Greg Hunt MP, Federal Minister for Health, for a \$7-million funding boost for a clinical and research translation program, led by Mindgardens.

Funding will support a series of pilot programs to develop new models of care to target the three principal areas of brain health: neurological conditions including developmental disorders, stroke and dementia, mental health and drug, alcohol and addiction disorders.

A new benchmark for families affected by tube-feeding

The Supporting Children with Complex Feeding Difficulties study (SuCCEED) aims to improve the health of children in Australia who require tube-feeding.

SuCCEED is a pilot study – the first of its kind in Australia – and partners include SESLHD, as well as the Sydney Partnership for Health, Education, Research and Enterprise (SPHERE), South Western Sydney Local Health District, Sydney Children's Hospitals Network, UNSW Sydney, University of Technology Sydney, Western Sydney University and Ingham Institute.

Dr Chris Elliot, SuCCEED Chief Investigator and Staff Specialist Paediatrician, St George Hospital, said the study's ground-breaking work aims to tackle the gaps in current services in Australia by using novel research methods to listen to families and identify best practices which will improve care.

"Over the past 12 months, study milestones have included bringing together all nine multidisciplinary paediatric feeding clinics in NSW to better understand current practices, the launch of Australia's first free, research-informed online resource dedicated to improving the experience of caring for children with complex feeding difficulties and hosting the inaugural tube-feeding picnic – an event that saw over 100 people meet to share experiences about tube-feeding their child," Dr Elliot said.

Our People



Dr Lucy Bowyer

Maternal Fetal Medicine
Sub-Specialist, Royal Hospital
for Women

I've wanted to be a doctor since I was seven. I decided to sub-specialise in maternal fetal medicine – looking after women who have an illness or where there's something wrong with their baby.

Recently I saw a woman in her fourth pregnancy. She had three sons and had been referred with a baby that was dying because of a tumour inside its chest. I felt that she had to be delivered as the mother was quite unwell. The surgeon and I both held very little hope for the baby. The family said they wanted me to do absolutely everything I could, so we operated that very day. Miraculously, the baby was able to be resuscitated. And so there are three brothers with a little sister, total miracle.

There is no way that child would have survived anywhere else. It's because of teamwork. That is the best thing about working here, the sense of working in a fabulous team.



Staff provide medical care to hundreds in remote Africa

Six doctors and nurses from the St George Hospital Emergency Department travelled to Africa with Australian charity, Kenya Aid, to hold medical camps for people who live in the poorest province in Kenya.

The team – made up of doctors Ryan Snaith, Sarah Brockbank, Matt Fitzpatrick and Chris Lycett and nurses Sahn Zanut and Juliette Sheahan – took equipment and medicines, and helped provide free essential services and care for conditions such as malaria, HIV/AIDS and tuberculosis.

Dr Ryan Snaith, who is also the President and Founder of Kenya Aid, said the trip was a huge success, despite it being the first time most of the team had travelled to Kenya.

“Kenya Aid runs a community hospital in a village called Shikunga in the Western Province. This area has one of the highest levels of poverty and the highest population density of any rural region of Kenya. It also has HIV rates varying between 10 to 20 per cent,” Dr Snaith said.

“During our trip, the St George Hospital team held three medical camps in surrounding villages and saw over 350 patients. The most common conditions we treated included severe malaria, pneumonia, HIV-related disease, leishmaniasis as well as diseases such as diabetes and hypertension.

“Clinically, there were a number of challenges – we didn’t have access to radiology for diagnoses or treatment, and the types of blood tests available were limited. Also, because we’re working in remote communities, it was difficult to refer patients on for further tests due to distance and cost. This makes the diagnosis and management of things like heart disease and shortness of breath very challenging.

“Despite these barriers, the team was still able to make a big impact to the health of hundreds of people, which was extremely rewarding.”



Hub@Lexo opens its doors to the Maroubra community

The Hub at Lexington Place, Maroubra, opened its doors to the local community to provide free support to locals across a wide range of services including health, housing, family support and child care.

SESLHD has partnered with several other agencies including Family and Community Services, Central and Eastern Sydney Primary Health Network, Randwick City Council and the Deli Women and Children's Centre to ensure the needs of people living in the area are met.

Julie Dixon, Director, Planning, Population Health and Equity, SESLHD, said the services provided are the result of community engagement that has identified both community aspirations and key requirements that need addressing.

"Local residents, through many conversations, have identified the need for a place they feel safe, where everyone feels pride and respect for their community, along with a service that provides support for issues such as social isolation, economic and housing challenges," Ms Dixon said.

"As more residents visit the Hub we will develop social and wellbeing activities and projects driven by the residents for the residents."

A general practitioner will visit the Hub once a week to provide a free health clinic, there will be a free weekly playgroup available for all families with children aged 0 to 5 years and there will also be a community services officer on-site to assist with any housing-related enquiries.

The Hub is part of a wider community collaboration called Communities at the Centre: A Place-Based Equity and Well-Being Initiative in Maroubra, with the aim of building community resilience, improving residents' wellbeing and reducing inequities within a generation.

"The Hub welcomes all residents of Maroubra and surrounding housing estates to drop in and connect with other residents and use the services and community space," Ms Dixon said.

“As more residents visit the Hub we will develop social and wellbeing activities and projects driven by the residents, for the residents.”



Keith's Closet restoring patient dignity

A novel initiative known as Keith's Closet was recently launched at the Kiloh Centre, a mental health inpatient service located at Prince of Wales Hospital.

Keith's Closet is the brain-child of Keith Donnelly, Community Mental Health Nurse at the Kiloh Centre. As a result, clients at the facility now have access to free clothing, shoes and toiletries, donated by generous SESLHD staff, family and friends.

"The one thing that always struck me was our vulnerable client's lack of self-care, dignity and purpose. A lot of our mental health patients have insufficient clothing. My purpose was to change that by transforming our seclusion room into a walk-in wardrobe complete with a fitting room in a very relaxed environment," Mr Donnelly said.

"With the concept 'look good, feel good' in mind, the idea is to make them feel really special and to feel free of their illness if only for a short while. Our clothing is pre-loved however I'm also contacting clothing chains for brand new clothing donations, so I will keep my fingers crossed."

Keith's Closet officially opened with a barbecue for clients, staff and the many generous donors who brought it all together, including: Oz Labour Solutions, the Prince of Wales Hospital maintenance team, OzDesign Furniture, Revesby Workers Football Club, peer support workers and volunteer staff. The NSW Health Nursing and Midwifery Strategy also provided \$6,500 in funding towards the project.

Jacqui Cross, Chief Nursing & Midwifery Officer, NSW Health, attended the official opening and was full of praise not only for the innovative idea but for the team behind it which pulled it all together.

"To come out and see the fantastic work that the Kiloh Centre is doing is an absolute privilege. Keith's Closet is a wonderful idea – a true reflection on the focus that the centre places on their clients and meeting their individual needs," Ms Cross said.

"On behalf of NSW Health I would like to thank Keith, and the team at the Kiloh Centre, for their passion and foresight and for being the driving force behind this development."

Mr Donnelly described the opening day as a "huge success" and was overwhelmed with the support shown by the many staff who attended on the day.

"Most importantly our clients were blown away by the experience. Some clients said it was like a hotel, they had never seen anything like it, even better, they couldn't believe it was all for free," Mr Donnelly said.



Meditation Program

for staff expands throughout SESLHD

A unique program offering staff weekly mindfulness sessions, led by fully trained SESLHD facilitators, has spread throughout the district.

The Meditation Wellness and Compassion (MWAC) program has been available to staff at Sydney/Sydney Eye Hospital and the Royal Hospital for Women since 2016 and as a result of its success, with over 1,300 attendances in total across the district to date, MWAC has expanded to both Sutherland and Prince of Wales hospitals.

Kate Hird, midwife and program facilitator, Royal Hospital for Women, said the program is designed for staff to experience relaxation, stress reduction and self-compassion practices.

“We know from research that there is a positive link between staff wellness and quality of care and that patients who have positive care experiences have better clinical outcomes,” Ms Hird said.

MWAC is a secular, science-informed program created by Nickolas Yu, Program Manager, Staff Wellness & Patient & Family Centred Care, Sydney Local Health District, endorsed by the NSW Ministry of Health and supported by the SESLHD Wellness Committee.

Kim King, Clinical Nurse Educator at the Royal Hospital for Women, has been attending the sessions for nine months and said the program has fostered a culture of wellbeing at the hospital. Ms King said:

“It’s wonderful to know that on a Wednesday afternoon we can stop what we’re doing and take care of ourselves for a full hour. What I love about the program is that it’s a safe space and the facilitators are so supportive. I’m a better person for attending the sessions.”

Nursing & Midwifery

The Nursing and Midwifery Practice and Workforce Unit is dedicated to its core purpose: leading the strategic direction of our health district to build on its culture of compassionate, person-centred care.



Continuing its leadership and strategic direction for the nursing and midwifery workforce in 2018-19, key milestones this year included:

- ▶ A total of 96 nursing and midwifery leaders – representing 22 teams – took part in the Heart of Caring: Leading Person-Centred Care workshop, followed by two coaching sessions focused on leading person-centred, compassionate care for patients.
- ▶ Forty-five stories, showing insightful examples of compassionate patient care, were collected from staff, as part of the Heart of Caring project. These excerpts contributed towards edition two of the publication titled *Heart of Caring: Our Peoples Stories*.
- ▶ More than 120 representatives from the nursing and midwifery workforce gathered at the Aboriginal Health College for the annual SESLHD Nursing and Midwifery Forum, including representatives from frontline clinical staff, managers and senior leaders across each of the district's facilities and services. The theme – Nursing and Midwifery: Our Voice, Our Future – reminded us of the impact our shared professional voice has in influencing healthcare delivery.
- ▶ Two thought-provoking masterclasses were established for SESLHD's leadership program alumni to support staff in enhancing their existing networks.

A total of 120 graduates joined the sessions, reporting that they provided opportunities for shared learning and professional growth.

- ▶ Over 546,700 clinical placement hours were accomplished by nursing students across the district, a substantial increase of 9.6 per cent on the previous year. These hours represent 13 per cent of the total NSW clinical placement hours. St George Hospital led the way, accommodating the greatest amount of hours in the state.
- ▶ Appreciative inquiry methodology – a strengths-based approach to leadership development and organisational change – was used to generate an experience-based understanding of what it is like to work as a student midwife. The Enhancing the Student Midwives Experience project was then developed focusing on creating ways to improve experiences for both students and registered midwives.

Its aim – to build the capacity and capability of teams to develop meaningful relationships and understand successful working styles – will enhance the midwifery workforce into the future. This methodology is now being introduced into other areas across the directorate to enrich workplace culture.

Our People



Margaret Martin

Manager, Development of Practice and Workplace Capabilities, SESLHD Nursing and Midwifery Unit

I have a strong interest in what makes a great leader. The best leaders are good with people and understand context. They see different perspectives, they have the ability to step aside from the day to day and see what is really going on. They always focus on the outcome, the patient. Even in these very senior roles that's why we come to work.

A memorable work moment was when we ran a leadership component of the Nurses and Midwifery Office's Take the Lead program. There were people in the program who I had taught as student nurses or midwives years ago. One day, somebody left on the evaluation form a tribute to the contribution I had made to their life as a clinical professional. It was overwhelming, I cried all the way home. To think you had made such an impact on someone who was now working at a very high level was humbling.

Medical Executive Directorate

The Medical Executive Directorate acts as the voice for medical staff across the district to help drive best practice clinical outcomes and care for our patients.



1. Caring for patients using medicinal cannabis

The Quality Use of Medicines Committee partnered with SESLHD Drug and Alcohol Services, alongside a multidisciplinary working group, to develop guidelines relating to the management of inpatients using medicinal cannabis.

The strategy was in response to a stark increase in the amount of patients presenting to SESLHD facilities under the influence of medicinal cannabis and the complexities that come with usage, such as patient safety concerns, regulatory and legal complications. The published guidelines resulted in a standardised process to support the clinical management of admitted patients using medicinal cannabis in order to achieve best practice care.

2. Sensible Test Ordering Project (STOP)

There has been a focus on ensuring STOP practices are embedded within SESLHD's hospitals and clinical services this year to continue to address the over-ordering of unnecessary pathology tests. A team was established, involving representation from all facilities and clinical services, to develop a range of policies and guidelines to support STOP and develop a standardised process.

In addition, junior doctors from across the district were engaged to develop pathology 'cheat sheets' to support evidence-based ordering amongst junior medical officers, which is the largest pathology ordering group.

3. Making patients' wishes known

After extensive consultation with clinicians and health information specialists, a procedure was established to ensure treatment wishes are known to SESLHD clinical teams in the event that a patient is unable to communicate. The process involves uploading patient advance care directives into the district-wide electronic medical record (eMR) system.

Following a successful pilot at both Prince of Wales and St George hospitals, the procedure was approved by SESLHD's Clinical and Quality Council. Its effectiveness will continue to be carefully evaluated.

4. Code black exercise

SESLHD's Disaster Management Team coordinated a district-wide code black exercise. The program allowed hospitals and directorates across the district to consider their proposed response to a complex security scenario, in order to test their course of action. It was well attended by all sites across SESLHD, including representation from important partners such as NSW Ambulance and NSW Police.

The exercise resulted in important learnings and has since enhanced existing response procedures. As a result of its success, a similar exercise will be implemented at a local level throughout the next financial year.

After extensive consultation with clinicians and health information specialists, a procedure was established to ensure treatment wishes are known to SESLHD clinical teams in the event that a patient is unable to communicate.

Our People



Matthew Krzywicki

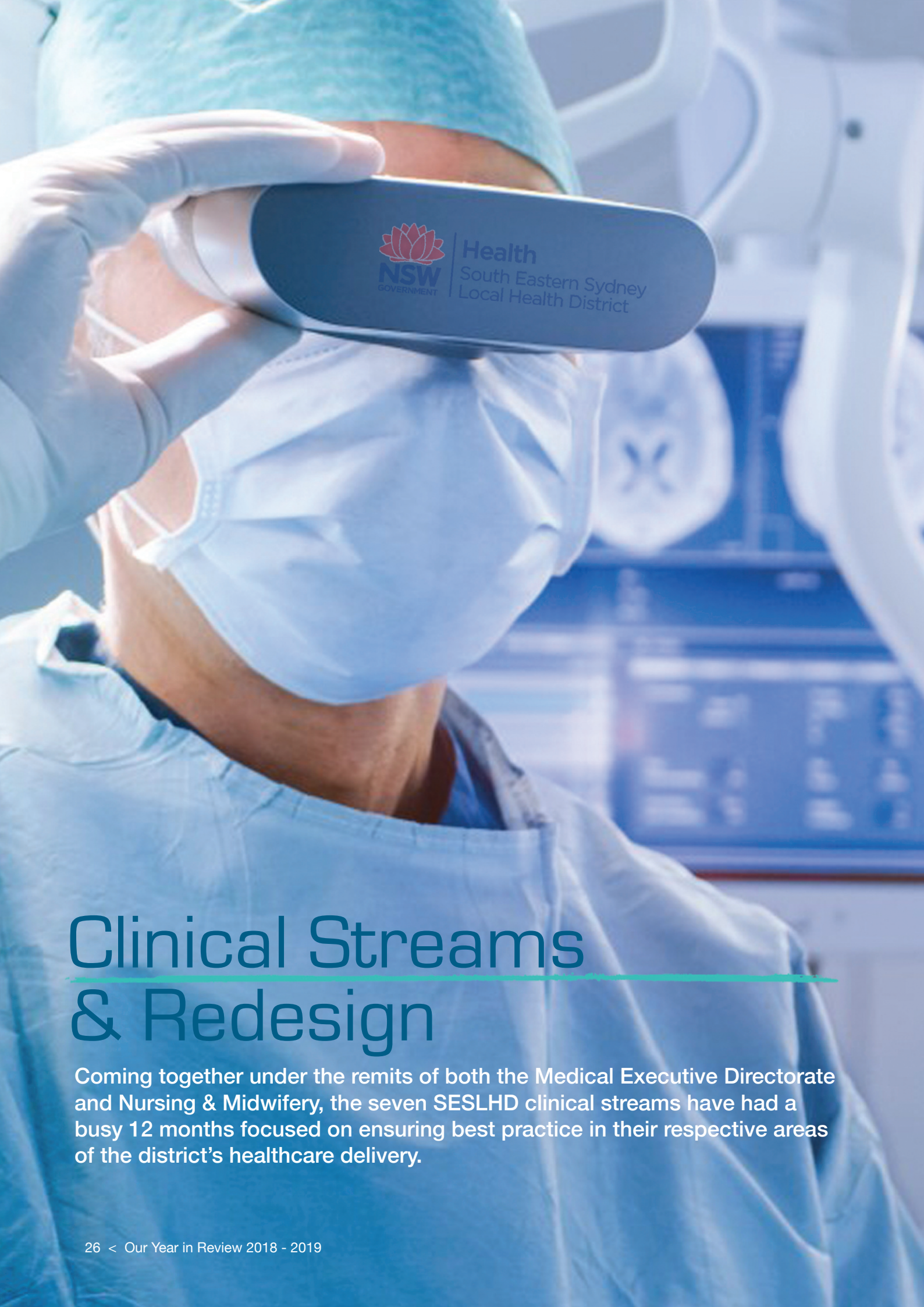
Junior Medical Officer, SESLHD

As a junior medical officer, I have rotated through a wide range of departments in multiple hospitals across the district, working as part of a team. This system allows us to develop skills in order to effectively deliver care, as well as providing experience in a number of specialties.

I enjoy working at a junior level as I feel I'm afforded more time to build rapport with patients. We're often a first point of contact when a patient comes to hospital. You meet people who're faced with impossible situations, and you're there to help support and guide them to make decisions that're best for the patient.

I've been a member of a wellness committee at Sutherland Hospital which involved collaborating with senior managers who asked us directly about strategies to improve the wellbeing of junior doctors.

I'm also co-chair of an innovations committee at St George Hospital – it's a forum to bounce ideas to address some of the challenges we face in our jobs. I'm hopeful the changes implemented will have long-term benefits for future junior medical officers.



Clinical Streams & Redesign

Coming together under the remits of both the Medical Executive Directorate and Nursing & Midwifery, the seven SESLHD clinical streams have had a busy 12 months focused on ensuring best practice in their respective areas of the district's healthcare delivery.

Clinical services plans

A significant achievement this year was the publication of clinical services' plans up to 2021 or 2022 for Cancer Services, Surgery, Anaesthetic and Perioperative Clinical Services and Aged Care Services. Led by the clinical stream nurse managers and directors, the plans provide direction in key focus areas:

- Cancer Clinical Services Plan: stronger community and home-based care; better five-year survival rates
- Surgery, Anaesthetic and Perioperative Clinical Services Plan: improving and enhancing surgical services; optimising patient care; fostering safety; continuing to focus on equity
- Aged Care Clinical Services Plan: identification of new and emerging models of care; key strategic priorities for the development, delivery and improvement of aged care services across SESLHD; the most effective use of available and future resources to best address our aged community's needs.

Building staff skills in change and leadership

> Redesign

An ongoing focus this year has been staff education and training, to increase knowledge and skills, enabling local improvements and increasing our health system's capacity for change. 'An Introduction to the Accelerating Implementation Methodology' (AIM) and 'Jumpstart! An Introduction to Project Management' courses have both been popular, providing interactive group learning which combines theory and practice, to build confidence in making changes. Each course was completed by 100 staff in the 2018-19 financial year, consistently drawing very positive feedback.

SESLHD redesign leaders, Liz Mason and Louise Deady, coached three staff who were awarded a Graduate Certificate in Clinical Redesign in December 2018. They included Claire Douglas and Karina Haaksma who completed the project 'I AM: Identifying and Assessing Malnutrition' at Prince of Wales Hospital, and Brendan Crozier who undertook 'Improving resident activity levels in the aged care facility on Norfolk Island'. Their project successes were attributed to the clinical redesign method that combines different improvement approaches, underpinned by robust project and change management, communication planning and stakeholder engagement.

The Diabetes Dashboard

> Medicine Stream

The SESLHD Medicine Stream collaborated with the Diabetes Management Team and the Business Intelligence & Efficiency Unit to develop a new model of care using a software program. The Diabetes Dashboard for management of hospital inpatients with diabetes mellitus, currently being tested at St George Hospital, utilises data already recorded in electronic medical records and expresses it in real-time where it can be easily accessed and interpreted. This proactive diabetes management approach will accelerate achievement of the objectives to improve inpatient glycaemic control, reduce diabetes-related complications, improve patient and family diabetes knowledge and improve communication with primary healthcare providers.

Our People



Lionel Kingham

Security Operations Manager,
Sydney/Sydney Eye Hospital

My role means I am responsible for the safety of people and property here at Sydney/Sydney Eye Hospital.

I am responsible for the day-to-day running of the Security Department, which comprises of 10 full-time security officers, plus myself.

I am proud of my team and how we manage incidents on-site, some of which can be quite serious, such as threats to the safety of other patients and/or staff members. I believe we do a great job of identifying and mitigating risks and ensuring personal safety to everyone on-site.

For me the most satisfying part of my job is knowing myself and my team have managed to de-escalate what could potentially be a serious incident, and protect those we are responsible for. I have been doing this job for 16 years now and I love it.



SESLHD surgical clinical pathways

> Surgical Stream

In collaboration with clinicians from Prince of Wales, Sydney/Sydney Eye, The Royal, Sutherland and St George hospitals, the Surgical Stream has led the development of 30 evidence-based clinical pathways, which include sensible testing and criteria-led discharge.

Streamlining specialties across all sites, the clinical pathways purpose is to limit unwarranted variation in clinical practice and improve patient safety and surgical outcomes for patients.

Dementia Experience

> Aged Care Stream

The simulation program developed by Dementia Australia – which provides a greater appreciation of what it might feel like to live with dementia – was modified and implemented across SESLHD facilities. The program helps build a greater understanding of dementia by using sensory tools and providing instruction through a simulation experience for healthcare staff.

The insight gained by participants has been found to enhance empathy, compassion and understanding of patients with dementia. Staff report increased knowledge and skills in techniques to care for patients who may be experiencing anger, frustration and confusion during their hospital stay. Improved levels of confidence in communicating with a person with dementia was also reported, leading to many positive changes in daily practices and increased job satisfaction.



Wendy Machin

Clinical Services Manager,
Kirketon Road Centre

I have oversight of the operational side of the service which is multi-faceted and broad. We work with many vulnerable people in the community, from those with drug addictions, sex workers, homeless people, gender-diverse people, as well as providing a sexual health and hepatitis treatment service.

Our door is open to anyone and we have 53 full-time employees, this includes doctors, nurses, counsellors, outreach workers, mental health workers and Aboriginal youth and harm reduction workers. We also provide a drug treatment program.

I have worked here for 22 years and I absolutely love it. When working with marginalised and vulnerable people I am always impressed by the humour, resilience and creativity of those living in difficult circumstances.

I am also incredibly proud of my team. I was lucky enough to be recognised as the winner in the Collaborative Leader of the Year category in the SESLHD Improvement and Innovation Awards.

Technology-enabled coronary care

> Cardiac & Respiratory Stream

Prince of Wales Hospital Cardiology Department has just completed a 12-month trial of a new smartphone application – Total Cardiac Care – which aims to monitor and improve a discharged patient's health, following a heart attack or heart failure. The program is a portable application linked to the patient's smartphone, giving real-time data about their heart function and treatment, with a back-to-base function allowing clinicians to monitor their patients in the community.

It is anticipated Total Cardiac Care will also help to prevent readmission to hospital, motivating and educating patients about care of their heart.

Midwifery Antenatal Postnatal Service

> Women's & Children's Stream

A new model of midwifery care commenced at two SESLHD sites in October 2018, enabling more women to access continuity of midwifery care during their pregnancy and postnatal periods. The Midwifery Antenatal Postnatal Service (MAPS) ensures women currently in the GP Shared Care model have their care coordinated by the same midwife. Antenatal appointments between a mother and her midwife take place within SESLHD's facilities, or with a GP, and following the birth postnatal home visits are made by the same midwife.

In 2019, MAPS commenced its first pilot midwife clinic at a medical centre enabling low-risk women to receive all GP and midwifery antenatal care in the community. Feedback from women, GPs and midwives has been very positive and both the Royal Hospital for Women and Sutherland Hospital are continuing with the MAPS model of care.

Early evaluation data shows improvements in breastfeeding rates, decreased hospital length of stay and greater continuity with women seeing the same midwife both for antenatal appointments and for postnatal home visits, increasing opportunities for women to receive midwifery care in the community.

Emergency Department Data Quality Dashboard - OrBit Portal

> Critical Care & Emergency Stream

The Emergency Department (ED) Data Quality Dashboard was developed in 2016 by the Business Intelligence & Efficiency Unit in consultation with ED data managers, and endorsed by the Emergency Department Stream.

The dashboard's user group aims to facilitate the ongoing management of ED data collection, aiming for quality data to support clinical decision making, and to drive financial and costing processes in accordance with state and national guidelines. The dashboard and data quality is now a standard agenda item on all of the stream's meetings and at the district ED Data Quality Working Group meetings. There has been extensive engagement with clinical and non-clinical staff to understand the importance of ongoing improvements to data quality across SESLHD.



Workforce Services

The Workforce Services Directorate is dedicated to fostering a positive experience in all workplaces for employees throughout SESLHD.

1. Aboriginal Workforce Strategic Plan

The Aboriginal Workforce Strategic Plan 2018-2022 was developed to outline a clear and proactive path for supporting and improving our Aboriginal workforce.

The plan recognises the vital contribution that Aboriginal employees play in providing care to our communities. SESLHD values the unique perspectives, experience and knowledge that our Aboriginal workforce possesses and recognises that increasing the number of Aboriginal staff members supports our organisation to provide culturally safe and appropriate healthcare.

2. Supporting our managers

A 'lunch and learn' program for managers was implemented across the district, providing facilitated sessions for staff to learn and receive coaching on people management. As part of the program, managers are encouraged to bring along cases and queries while they enjoy a relaxed and informal discussion sharing information with peers.

Our People



Allyson Moore

Marketing and Communications Officer, SESLHD

I'm the administrator of the main SESLHD social media pages (Facebook, Twitter, LinkedIn and YouTube). I watch over other pages created for specific district services and I make content too, like the Our People series that is posted every Tuesday.

My background is in marketing and promotions. Among my roles, I was marketing manager for the ABC's digital radio stations.

I oversee branding, provide marketing and promotional advice, write stories for On The Pulse, liaise with the web team on intranet and internet requests and book any advertising required. I also do a little photography and video making and am on several district committees as the communications contact.

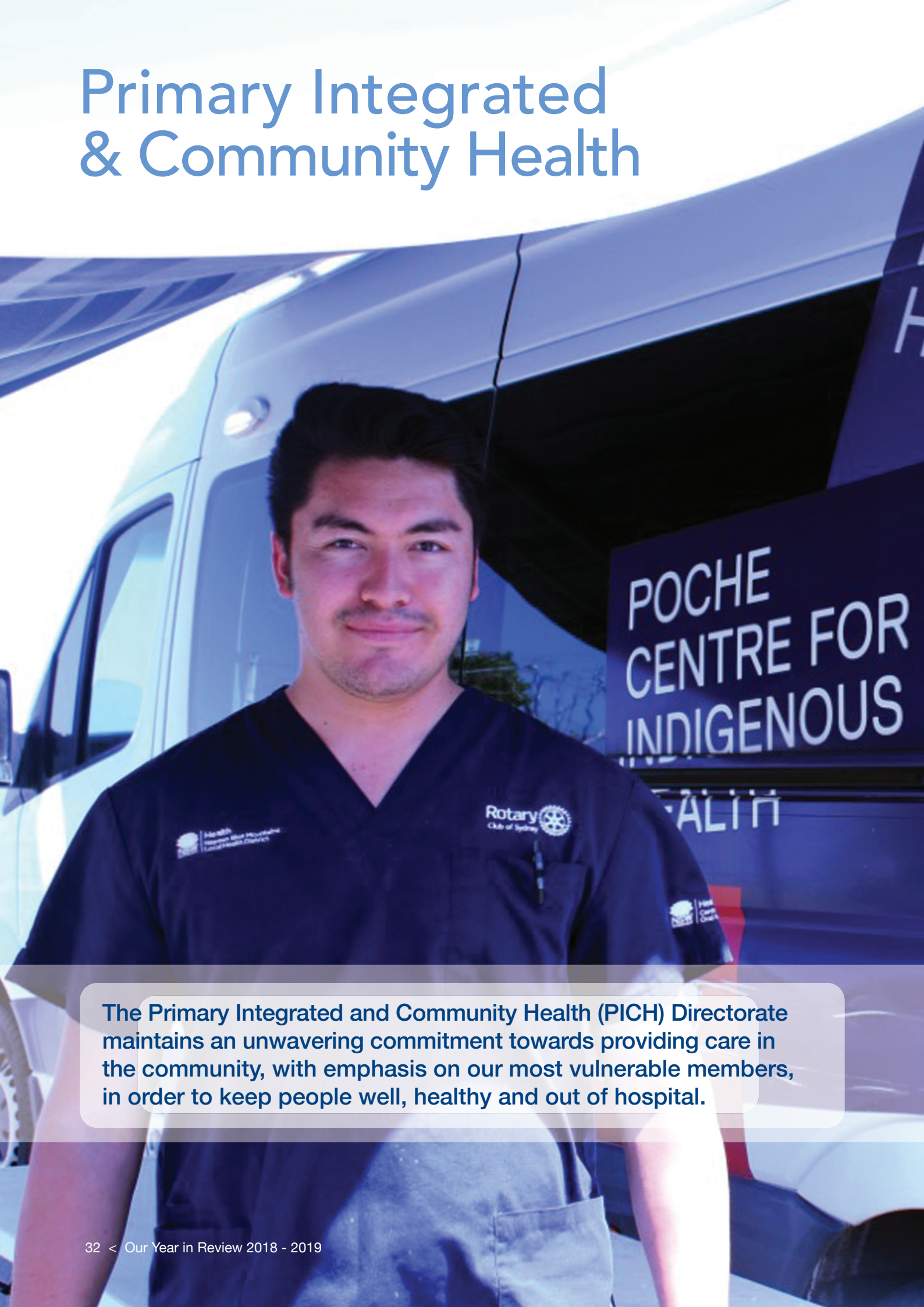
I'm fascinated and in awe of all the clinical staff that work across the district, from the NICU to Garrawarra and everyone in between. I could never do their work myself, but I'm really proud to be able to bring their stories to life. It's been a humbling experience to stand beside them.



3. Refining systems

The Rostering Integration for Sustained Excellence (RISE) program was piloted at Prince of Wales Hospital to build on manager's rostering capabilities and improve the implementation of cost effective rostering. Pay Period Confirmation functionality was rolled out across the district during the pilot allowing all staff to confirm their timesheets online prior to being paid.

Primary Integrated & Community Health



The Primary Integrated and Community Health (PICH) Directorate maintains an unwavering commitment towards providing care in the community, with emphasis on our most vulnerable members, in order to keep people well, healthy and out of hospital.

1. Oral Health Service

In March 2018 the Oral Health Service set out to address the issue of adult patients with dental pain in SESLHD waiting an average of seven months for care – significantly above the recommended one month maximum waiting time, stipulated by NSW Health. Throughout the remainder of 2018, the service introduced several strategies to reduce waiting times for patients requiring a dental appointment, including: evidenced-based audits, an appointment template redesign, block bookings for interpreters and shifting the focus of care to a team-led approach.

A 2019 review revealed all patients with dental pain now have their pain issues addressed within benchmark waiting times. An unanticipated benefit has been a reduction in the number of unclaimed dental vouchers, leading to better fiscal management and a flow-on effect of timely access for patients on less urgent lists.

2. Commitment to our environment

SESLHD Chief Executive, Tobi Wilson, launched the SESLHD Environmental Sustainability Plan 2019-2021 in June 2019. The plan sets out an ambitious agenda to address the district's climate risk and to optimise the many opportunities to concurrently improve health, save money and reduce carbon.

As part of this commitment, a new measurement feature – The Sustainable Development Assessment Tool – will be used to monitor and report on sustainability performance annually. SESLHD is the first health organisation in Australia to use this tool.

3. Drug and Alcohol Services

SESLHD Drug and Alcohol Services partnered with Kirketon Road Centre, NSW Users and AIDS Association and the Medically Supervised Injecting Centre, alongside a number of other local health districts, in developing and implementing the NSW Overdose Response with Take Home Naloxone Project.

The project evaluates a new model of care aimed at reducing overdose-related deaths by delivering interventions to people at high risk of opioid use, such as drug and alcohol and needle and syringe service clients.

A long-standing collaboration with the NSW Ministry of Health has resulted in the authority for healthcare workers to be credentialed in providing Overdose Response with Take Home Naloxone intervention – including supply of naloxone – without the involvement of a doctor or pharmacist. Certified healthcare workers delivered intervention to 616 clients and a

comprehensive evaluation demonstrated significant improvements in attitudes towards take home naloxone by both clients and treating staff. Further, in the three-month follow up after the intervention, 10 per cent of clients reported successful overdose reversals.

4. Community on board

The Consumer Participation Group at Kirketon Road Centre (KRC) works alongside clinicians and health promoters to build healthier services for the community. From the onset, the group set itself the purpose of moving beyond a traditional consultative body to being a true vehicle for co-design and co-production.

The past year has marked a number of milestones for the Consumer Participation Group. Members actively participated in internal quality improvement initiatives, such as the Responding to Challenging Behaviours Working Group; initiated and coordinated a KRC Consumer Forum; co-presented on internal and external education sessions and, currently, they are collaborating with the National School of Arts to develop a permanent tribute to those who have died of overdose or related harms.

In their own words: “The Consumer Participation Group is the voice of the unheard, drawn from KRC's communities, and they are devoted to directing clients towards healthier outcomes.”

5. The Rockdale Child and Family Hub

Launched in May 2019, this service aims to improve early childhood health and wellbeing outcomes for vulnerable children and their families. It is an integrated multi-agency approach that brings services directly to the community through two central points of care – Rockdale Public School and Integricare.

Between October 2018 and February 2019 a review took place involving one third of child and family health nursing appointments, for babies and children between six months and four years of age. The examination showed 48 per cent were not up to date with their child development checks prior to the appointment and 42 per cent required further assessment and/or a referral for identified concerns. Working with the community, The Rockdale Child & Family Hub has increased community access to family support and health services for early intervention, with a particular focus on children with developmental concerns.

Our People



Vincent Cornelisse

Staff Specialist in Sexual Health Medicine & Medical Unit Manager, Kirketon Road Centre

I took up the position at KRC, having recently completed my PhD in sexual health epidemiology, focussing on HIV prevention and gonorrhoea. KRC is well-known for comprehensive medical care for people from marginalised populations, including people experiencing homelessness, people who perform sex work, people with viral hepatitis, LGBTIQ people, and Aboriginal and Torres Strait Islander people.

There are highly skilled and dedicated clinicians at KRC, so my aim is to promote an environment in which team members are unhindered, focussing just on our clients.

KRC has a long history of conducting translational research, focussed on HIV treatment and prevention, and Hepatitis C elimination. We're keen to expand KRC's research capacity, so we continue to contribute to the evidence that informs best-practice care.

We've recently started a transgender sexual health clinic. It can be difficult for people to find trans-informed doctors – and we know that trans and gender diverse people experience high rates of emotional distress and suicide if they can't access appropriate services. It's a first for Sydney.

Allied Health

Allied Health delivers a magnitude of health services across a vast range of settings – in our hospitals, community health centres, outpatient clinics and in the comfort of people's homes. The directorate, made up of 1,670 staff, is dedicated to improving the health and wellbeing of people of all ages so they can achieve their best in life.



1. Happy Hour Drinks Trolley

A joint project between Speech Pathology and Nutrition and Dietetics, the Happy Hour Drinks Trolley, implemented at St George and Prince of Wales hospitals, has significantly decreased dehydration for inpatients who suffer from dysphagia, requiring texture-modified fluids.

This creative way to increase fluid intake has raised awareness among patients of the importance of hydration, helping to decrease adverse health outcomes caused by dehydration.

The initiative has proven to be successful since it was established in 2017, with patients – and their families – reporting that the trolley is a fun and interesting way to break up the monotony of their hospital stay.

2. Commitment to research

Allied Health has a strong commitment towards ongoing research within SESLHD. A research forum titled Illuminating Ideas Together was held this year, with over 35 papers and 15 posters presenting district-wide research and quality projects.

Several disciplines and departments within the directorate have collaborated with universities to conduct research projects that aim to further develop local skill sets and improve care for patients. The past year has seen Allied Health clinicians presenting at a variety of discipline-specific showcase days, unveiling exciting local research projects. Senior staff have also been invited to give keynote addresses at several national and international conferences, presenting ground-breaking research led by our facilities.



Our People



Elise Klumpes-Grant

Occupational Therapist, SESLHD

Our team vision for patients – your life, your goals, our focus – helps explain the work I do as an occupational therapist. I'm motivated to support patients to engage in roles and activities that are meaningful to them and will improve their quality of life. Even on a small scale, it's rewarding to see progress.

A recent achievement I'm proud of is working as part of a district team to develop a Constraint-Induced Movement Therapy program. The innovative, evidence-based approach helps patients who have experienced a stroke improve the use of their affected upper limb.

One of the initial participants was a young dad who was struggling to pick up his toddler son, impacting his life as a parent. His goal at the end of the intensive two-week program was to be able to do this independently – and so this became our therapy focus. I'm happy to say he was able to achieve his goal, and he can now pick up his son with ease.

The directorate has been recognised throughout numerous publications in peer reviewed journals across a diverse range of fields and there are an increasing number of higher research degrees currently in progress.

3. Our workforce

In 2019 Allied Health offered training programs – Building Integrated Learning and Development (BUILD) and Leadership Excellence for Allied Health Professionals (LEAHP) – to help support staff reach their full potential.

BUILD is an optional skill-enhancement platform where staff work autonomously through graded challenges in areas such as clinical experience, quality activities and research. Almost a quarter of all Allied Health level one and two staff members are involved in the training program.

LEAHP is an evidence-based leadership development program, specifically targeted towards the Allied Health workforce. The focus is on developing leaders in patient-centred care within a practice development framework. It runs over a 10-month period with three workshops, action learning sets and coaching sessions.

4. Tree of Life Bag

Following the death of a patient in hospital, their belongings are carefully packed into a Tree of Life Bag so that

families can take their loved one's belongings home in a thoughtful, more dignified way. The Tree of Life Bag is being rolled out across the district as a result of the overwhelmingly positive feedback received from families.

This novel creation was implemented by the Social Work department at St George Hospital, adapted from an initiative at the Sunshine Coast Hospital in Queensland.

5. Caring for women with pelvic floor disorders

With urinary incontinence and pelvic prolapse becoming increasingly prevalent and distressing for patients, this clinic aims to streamline the model of care, increasing access to the right care, at the right time for women with pelvic floor disorders.

A physiotherapy led model was established to address service challenges and enhance the level of care provided to women. The outcomes achieved to date include an upsurge in referrals from general practitioners, a significant improvement in clinical outcomes and a reduction in the length of care required for women.

Overall, the model of care provides increased adherence to best practice when it comes to caring for women with pelvic floor disorders.



Planning Population Health & Equity

Among this directorate's aims is engaging with consumers and co-producing services – particularly with our most disadvantaged residents – to reduce disparities in health outcomes and optimise wellbeing in the community.

1. State first at The Albion Centre

The Albion Centre established the first publicly funded sexual health clinic for transgender and gender diverse people (TGD) in the state, focused on HIV, sexually transmitted infections (STIs) and blood-borne virus testing and treatment.

The clinic is staffed by sexual health nurses, a staff specialist and importantly a TGD peer support worker, who facilitates referrals in relation to housing, counselling and financial advice where needed.

The Albion Centre is well positioned to provide this service, being geographically accessible to the TGD community by public transport and close to general practitioners currently providing TGD care.

Approximately 75,000 to 125,000 people identify as TGD in Australia and are not only at a higher risk of HIV, STIs and viral hepatitis, they have poorer health outcomes than the general community. Globally, the average rate of HIV in the TGD community is around 20 per cent yet one in five clients visiting the clinic to date have never had a HIV test.

2. Future focus

The Strategy and Planning Unit was awarded the 2018 Most Influential Team (non-clinical) in the SESLHD District Directorate Awards for its work in supporting widespread planning across the district, promoting the purpose and vision of SESLHD's *Journey to Excellence Strategy 2018-2021*.

The Sutherland and St George Integrated Health Services Plans, developed by the Strategy and Planning Unit, deliver recommendations for the future delivery of healthcare, with projections provided until 2031.

The plans aim to enhance services to support people to stay healthy and active in their homes, connect with their communities, and shift the focus of care from acute hospital to ambulatory and community based care.

District-wide Clinical Services Plans, outlining priority actions for the next four years, were also developed for the following services: Aged Care, Cancer, HIV and Sexual Health and Homelessness.

3. Health Promotion Service

SESLHD's Health Promotion Service engages and supports clinicians in the following areas: smoking cessation education in maternity services, childhood obesity initiatives and falls injury prevention and treatment.

The service is focused on engagement with clinicians to encourage referrals to the Get Healthy in Pregnancy, Get Healthy Service, Go4Fun and Stepping On programs.

As of May 2019, 1,030 healthcare professionals referred clients to the Get Healthy Service, exceeding the target for this financial year. Through engagement with staff and local food retailers, SESLHD also exceeded state-wide outcomes for nine of the 13 practices involved in the Healthy Food & Drink in NSW Health Facilities for Staff & Visitors Framework, which aims to increase the availability of healthy food and drink options.

4. Peer Education and Youth Advisory Committee

The HIV and Related Programs Unit is responsible for the management of the Peer Education and Youth Advisory Committee (PEYAC).

The PEYAC recruits, trains and remunerates young people to deliver sexual health, alcohol and other drug harm reduction and health service information to others through community engagement activities.

Twelve young people have been employed from diverse backgrounds and populations to support clients with similar health needs and barriers to accessing care, such as: socio-economic disadvantages, cultural and linguistic diversity, gender and sexual diversity, experience with out-of-home care and homelessness and experience with mental health and drug and alcohol issues.

Over the past year the consultants have engaged over 2,000 others in health promoting conversations, planned and delivered annual Youth Week activities, conducted five health service audits and contributed to the Randwick Redevelopment Project.

Our
People



Jamie Hallen

Falls Prevention Program
Coordinator, Planning Population
Health & Equity

I have an advisory and coordination role in Planning Population Health & Equity which means I work with key stakeholder groups both within the district and externally to identify and promote initiatives that will reduce falls in our hospitals and the community.

My background is in physiotherapy and I still work as a part-time physiotherapist in aged care at the Prince of Wales Hospital, which I really love. It also helps me to see first-hand what the biggest challenges and opportunities are around preventing falls.

This also means I get to engage with frontline staff who are constantly caring for people at risk of falls. I love my job because I get to work with so many dedicated staff from different disciplines as well as many patients and I enjoy that face-to-face interaction. I am passionate about helping people, and keeping them active and independent.



Improvement & Innovation

The Improvement & Innovation Hub – iiHub – is the home of pioneering ideas and developments that build on SESLHD’s delivery of gold-standard healthcare.

CONNECTION
ANALYSIS
DATA
SEARCHING

1. The Improvement Academy

The Improvement Academy has continued to focus on supporting safe, person-centred care by building capacity and capability among staff.

This year, iiHub focused on the delivery of its Improvement Education Program, comprised of three tiers – Bronze, Silver and Gold Level Training. Over 3,300 staff completed Bronze Level Training, 277 graduated from Silver Level Training and eight staff commenced Gold Level Training.

A unique feature of the Improvement Education Program is that alumni provide work-based coaching for current participants undertaking the training. As a result of the curriculum’s success, Silver Level Training expanded in size this year, with additional modules now available in data for improvement and presentation skills.

2. The Inspiring Ideas Challenge (TIIC)

The intensive 12-month TIIC project provides participants with a series of workshops to develop their skills in creating change. This innovative program saw the following outcomes in 2018-2019: 21 ground-breaking projects were successful at SESLHD’s pitch event in May 2018 and are currently underway; 16 teams graduated from TIIC in 2019; two projects have submitted research papers and a further two projects have submitted abstracts to conferences; four 2019 TIIC projects were announced as finalists at the SESLHD Improvement & Innovation Awards in 2019.

Two TIIC projects also received considerable media attention as a result of their success. The Corneal Bio-Pen, a Sydney/Sydney Eye Hospital initiative using ink to seal and treat eye wounds, featured widely in the media, after successfully securing \$1.1 million from the NSW Medical Devices Fund. The PARTY program, an event run by St George Hospital alerting high school students to the experience of motor vehicle trauma, also received media attention.



3. Using data to improve patient care

Improvement analytics has been progressively expanding with the rollout of the Lightfoot analytics platform to inform, drive and monitor the development of initiatives throughout the district. To date, Lightfoot has almost 300 registered users and is accessed regularly to improve patient flow and safety.

Lightfoot data has informed the Leading Better Value Care models, including osteoporosis re-fracture prevention, osteoarthritis chronic care program, high-risk foot services and renal support care. Additional work has also been undertaken to advance the inpatient care processes for diabetes, chronic obstructive pulmonary disease, chronic heart disease and patient fall minimisation.

Data education workshops that further support Lightfoot's application, such as Engaging with Data, Data for Improvement and Level Improvement Training, continue to be well attended by staff across SESLHD.

4. Coaching for Better Health Outcomes (CFBHO)

A collaborative effort between SESLHD and Central and Eastern Sydney Primary Health Network, this program aims to develop health coaching skills for staff working in both clinical and non-clinical roles across the health district.

The program is designed to support participants to develop a solution-focused approach to consults and conversations, through finding intrinsic motivators and patient-led interventions that enable them to be healthy in their community.

The Centre for Coaching has also created a support system for instructors, called the Community of Coaching Practice, which provides coaching supervision, resources and ongoing development through a network of like-minded colleagues.

5. Supporting patients on Norfolk Island

Now in its third year, SESLHD continues to support the Norfolk Island Health and Residential Aged Care Services (NIHRACS) and the community of Norfolk Island in accessing appropriate, safe and high-quality healthcare. Several achievements during the year have included the development of new models of care and visiting service teams including cardiology, respiratory, nephrology, allied health, psychiatry, gynaecology and ophthalmology.

While access to service delivery remains challenging on the island, located 1,412 kilometres off the east coast of mainland Australia, recent developments in technology have resulted in a range of new telehealth models now available for patients.

These models have enabled more timely access to services with reduced costs for both individuals and the healthcare system.

Our People



Anthony Cook

Disaster Manager, SESLHD

I work with the SESLHD Health Service Functional Area Coordinator – or HSFAC – to ensure our facilities are prepared for all kinds of disasters. It could be a loss of utilities – power, water, gas or communications, or a mass casualty incident like we've seen across the world. My background is emergency nursing, critical care and trauma.

I'm currently a European Master Disaster Medicine student and was privileged to take part in a full-scale exercise in Italy. The event involved 400 experts, evaluators, volunteers and 30 students. The lessons I learnt from this event will help me to organise exercises or development plans for emergencies in SESLHD in the future.

As part of my role I attend a range of meetings to ensure SESLHD has a voice and provides leadership on health issues. I really want to see SESLHD as a resilient business that is able to respond when large incidents occur and things are out of control.

Mental Health

Supporting people living with mental illness to be a leader in their own recovery journey – and remain well in the community – is a key focus for SESLHD's Mental Health Directorate.



SESLHD's Mental Health Directorate is a comprehensive, population-based service comprising of inpatient, community, rehabilitation and specialist programs for consumers with a range of developing or existing mental health illnesses. The service remains deeply committed to engaging consumers and carers in all aspects of service delivery.

Over the past year the service has partnered with Central and Eastern Sydney Primary Health Network in the development of the Central and Eastern Sydney Mental Health and Suicide Prevention Regional Plan 2019-2022 and established its 2019-2022 Mental Health Clinical Services Plan, to navigate the strategic direction of the directorate over the next three years.

1. Patient safety at the forefront

A program supporting the use of the least restrictive practices when caring for patients with mental health illnesses has been implemented to reduce harm for people receiving care within our facilities.

Over the past year SESLHD's Mental Health Service recorded an average seclusion rate of 3.21 per 1,000 bed days – a positive outcome and below the NSW target of 5.1 per 1,000 bed days. During this period, The Sutherland Hospital's inpatient units recorded zero seclusions consecutively for four months, while St George Hospital recorded zero seclusions for two months and Prince of Wales Hospital recorded zero seclusions for one month.



2. Empowering our workforce

SESLHD's Mental Health Directorate is committed to supporting staff through ongoing professional and personal development. As at June 2019, 81 per cent of the district's mental health workforce had accomplished level bronze of the Science of Improvement Training, 110 staff had completed level silver, two mental health improvement advisors had commenced level gold and 48 additional enrolments are so far scheduled for the next intake.

In addition to this program run by the SESLHD Improvement Academy, three staff members are currently training as improvement coaches through the Clinical Excellence Mental Health Patient Safety Coaching Program. This role supports professional development of staff, so they are able to coach and facilitate mental health teams to deliver safety and quality improvement work.

3. Police Ambulance Clinical Early Response (PACER)

A collaboration between NSW Police and the South Eastern Sydney Mental Health Service, this pilot program was implemented at St George Hospital in November 2018 to target police and ambulatory peak demand times and offer on-scene and telephone assistance in the community. PACER, which has been rolled out across the St George Mental Health Service, focuses on best practice communication protocols and collaboration at the point of crisis, to ensure people are cared for in the most appropriate place and at the earliest possible time.

The program has resulted in a sustained reduction in emergency department presentations and police transports, and an increase in informed, person-centred care.

4. Recovery and Wellbeing College

The college runs co-developed and co-delivered education and training programs, led by people with relevant lived experience, to promote healing, wellbeing and recovery. Four courses are available for a wide range of audiences, including information about drugs and alcohol, and issues resonating with minority groups, including the lesbian gay bisexual transgender queer and intersex (LGBTQI) community, as well as a mindfulness program available in five different languages.

Celebrating five years since it was established, the college held an anniversary and student achievement ceremony in July 2019, highlighting over 1,969 enrolments for 101 courses offered since it was created. College staff have published a number of articles and contributed to international research on recovery colleges. This research has demonstrated that 70 to 80 per cent of students who complete a student learning plan achieve the goals they set for themselves.

5. Youth smoking cessation

A translational research project known as y-QUIT was added to the Keeping the Body in Mind program, delivering an innovative smoking cessation scheme for young people, aged 12 to 25 years, experiencing psychosis.

This tailored support system has already demonstrated improved smoking-related outcomes for youth. The team is set to deliver the next stage of the clinical program, called Keep Quitting in Mind, which will provide an adult cessation smoking clinic for mental health consumers.

Our People



Max Simensen

Consumer Partnerships
Coordinator, SESLHD Mental
Health Service

Through my own lived experience with mental health concerns I wanted to give back to people going through situations that I found myself in. For so long people with mental health concerns faced stigma and discrimination and I wanted people to hear my story and feel less alone.

I provide strategic service direction to executive members of the SESLHD Mental Health Service to oversee the Peer Workforce and Consumer Advisory Group and support collaboration with consumers.

To me, ensuring our patients feel heard and are empowered in their own recovery is the most important outcome. The best health advice I can pass onto my patients is to find other people who have felt and been in similar situations to you. Connect with people who understand how you feel and empower you to live your life how you want.



Royal Hospital for Women

The Royal Hospital for Women continues to develop, enhance and implement innovative models of care and through the introduction of its homebirth service is working to shift care into the community. The hospital is focused on road mapping for the future, as seen in the development of its Integrated Health Services Plan.

The past year marked a number of milestones for both patients and staff within the Royal Hospital for Women community:

- ❖ The second phase of the Fertility and Research Centre was completed with an embryology lab, clinical suite and clean room for translational research. Planning is now underway to commence fertility preservation and in vitro fertilisation (IVF) services, with a start date of 1 January 2020.
- ❖ Royal Hospital for Women staff were recognised as finalists in two SESLHD Improvement and Innovation Award categories: Patients as Partners: Neonatal CPR training for parents and Delivering Integrated Care: Streamlining care for women with pelvic floor disorders.
- ❖ The hospital remains focused on enhancing the physical and mental wellbeing of its workforce, with the reintroduction of the Junior Medical Officer Wellbeing Committee, continuation of the staff meditation-based wellness and compassion sessions and initiation of a stretching program for Domestic Services staff.
- ❖ Once again, women's health surgical teams met their elective surgery access program targets

and all women requiring operations were cared for within a timeframe appropriate for their clinical priority.

- ❖ Hospital staff led and participated in the development of the Integrated Health Services Plan, which will provide the roadmap for the future of the Royal Hospital for Women. Planning was undertaken in conjunction with the redevelopment of the Randwick Health and Education Precinct. The approach takes into account the advantages of a co-located campus, encompassing Sydney Children's Hospital, Prince of Wales Hospital, UNSW Sydney and Eastern Suburbs Mental Health Service.
- ❖ The Royal Hospital for Women will review its executive structure following the completion of the plan, to meet the needs and demands of this diverse and innovative campus. The restructure will consider opportunities to align departments and services under a management configuration that is agile to the ever-changing health needs of women, babies and their families.

Vanessa Madunic | General Manager



1. Milk bank for premature babies

The Royal Hospital for Women's Neonatal Intensive Care Unit was one of the first to be part of a state-wide partnership with NSW Health and the Australian Red Cross Blood Service, known as the Milk Bank program.

The Milk Bank collects, processes and distributes donated human breast milk to hospitals with premature babies in need. As part of the program, breast milk is provided by volunteer donors who have excess milk, and have undergone health and lifestyle screening. Following initial funding from The Inspiring Ideas Challenge, the Newborn Care Centre received its first delivery of pasteurised donor human milk in December 2018. Hospital staff celebrated "100 babies fed" a year after the program was initiated, with this number increasing at a rapid rate.

2. Aboriginal maternity care program

The Royal Hospital for Women is supporting two Aboriginal maternity care workers in their journey towards becoming midwives.

The Maternity Demonstration Project – a partnership between NSW Health, the Poche Centre for Indigenous Health at the University of Sydney, and TAFE NSW – was initiated to strengthen the capacity for Aboriginal and Torres Strait Islander people to successfully access a pathway to becoming a registered midwife.

Only one per cent of Australian midwives are Indigenous, while their families account for six per cent of all births. This program, designed to increase the retention rate of Indigenous midwives in the healthcare system, aims to help close that gap.

As part of these unique positions, staff are paid employees, working a five-day fortnight, while studying at TAFE before gaining entry to university to study a Bachelor of Midwifery.

3. Physiotherapy advanced practice project

The establishment of a physiotherapist-led, advanced practice model has been integrated into gynaecology clinics at the Royal Hospital for Women. The program has improved the patient pathway as a result of its best practice approach to caring for women experiencing pelvic floor disorders. Developments include: significant improvements in clinical outcomes, higher patient satisfaction, a reduction in the overall length of care and an increase in GP referrals to the hospital.

4. Publicly funded home birth

The Royal Hospital for Women established Sydney's only publicly funded homebirth service, where low-risk pregnant women are given the option of birthing at home with two experienced midwives, including a home birth mentor. The mentorship model has proved to be successful in creating a skilled, safe, competent and confident team of Midwifery Group Practice midwives. The role of the mentor has made a big difference for

new mums through its continuity of care approach, whereby postnatal visits are provided at home for up to two weeks post birth. In its first year, the service supported over 25 women to plan birth at home, with this number expected to grow considerably.

5. Perineal trauma initiative

A team of dedicated midwives and doctors is participating in a Women's Healthcare Australasia national collaborative to improve outcomes for women during childbirth through reducing avoidable third and fourth degree tears.

Since starting the collaborative, a set of evidence-based interventions has been used to reduce perineal trauma associated with vaginal deliveries. An intense drive to encourage compliance within all interventions has begun to show a reduction in severe perineal trauma rates.

In the first six months of this year the severe perineal trauma rate at the Royal Hospital for Women was 3.7 per cent, down from 5.1 per cent in 2018, and compliance with the guidelines has risen from around 40 to 80 per cent.

These interventions will be permanently implemented at the Royal Hospital for Women when the collaborative project is finalised.



St George Hospital

& Community Health Services

St George Hospital is an accredited, principal teaching facility of UNSW Sydney and the largest hospital within the local health district, as well as counted among the leading centres for trauma and emergency management in the state.

St George Hospital attained an outstanding result in an organisation-wide examination, known as the National Safety and Quality Health Service Standards survey, over the past year.

A major accomplishment for the hospital, the survey demonstrated that all core actions in every category of standards were met, and no additional recommendations were made for improvements. Previously, 30 recommendations were made and each of these were marked as closed.

Throughout the exercise, the surveyors met many staff who expressed positive, passionate views about working at St George Hospital – demonstrating a culture of wellbeing, a key priority in the district's *Journey to Excellence Strategy 2018-2021*. The survey also revealed that consumer engagement at St George Hospital, including throughout its community services, is thriving – with clear partnerships in place across all levels of the organisation.

The hospital's extensive and thorough pre-survey preparation, carried out by staff, working parties and leaders, was highlighted by the team of surveyors. Some of the achievements included:

- ❖ Strong leadership and direction from the Clinical Council, specifically related to passion for effective patient care
- ❖ Well-functioning governance framework for quality, safety and risk
- ❖ Strong focus on keeping individuals in residential care out of hospital i.e. Geriatric Flying Squad
- ❖ Effective strategic service planning with consultation from staff, consumers and their families
- ❖ A multidisciplinary approach to preventing and controlling infections
- ❖ Passionate, enthusiastic, motivated and energetic staff, providing quality and safe care for patients.

Leisa Rathborne | General Manager



1. Cancer Care Centre

The St George Hospital Cancer Care Centre was officially opened this year, following a redevelopment period of 18 months. The world-class facility boasts a state-of-the-art chemotherapy suite overlooking a community garden; a brand new dispensing pharmacy; a modern atrium; a private ambulatory entrance; contemporary consulting rooms and review spaces and a beautifully designed waiting area for patients and their relatives to enjoy.

The Cancer Care Centre is home to 18 chemotherapy chairs, two procedure chairs and three private rooms. The outpatient clinic has expanded from nine to 16 consulting rooms and there are three purpose-built review spaces, taking the number of outpatient clinic spaces to 19. Now more than three times the size of the old centre, the facility has increased St George Hospital's capacity to service ongoing needs in the community.

2. Improving care for patients undergoing cardiothoracic surgery

An integrated and multidisciplinary approach to improving care for patients undergoing cardiothoracic surgery has significantly decreased the number of deep sternal wound infections in cardiothoracic patients in 2018-2019. The project team aimed to improve all aspects of the patient's journey, from pre-admission to discharge, in areas including hygiene practices, delirium and malnutrition screening, medication compliance and an overall improvement in diabetes management.

3. Aboriginal Carers Lounge

St George Hospital opened a dedicated Aboriginal Carers Lounge in partnership with SESLHD's Carers Program, SESLHD's Aboriginal Health Unit and the Aboriginal Minor Capital Works Program. The Bidjigal Room was created to provide a safe, culturally appropriate space for Aboriginal and Torres Strait Islander peoples. The lounge offers a welcoming, quiet and calming environment for Indigenous patients and their loved ones, to come together while they or their family member is in hospital. The space has proven to be of significant importance not just for the local Aboriginal community, but for all Indigenous patients and their families, who come to St George Hospital for treatment.

The initiative supports the strategic direction of the NSW Health Aboriginal Plan 2013-2023, which aims to reduce cultural barriers and enhance the capacity to deliver quality healthcare to Aboriginal people.

4. Disaster response exercise

A disaster response exercise was executed at St George Hospital in 2018, with the aim of testing the hospital's capacity to manage a major incident as well as timely management of mass casualties. The aim of the exercise was to test the command, control, communication and coordination of procedures outlined in the hospital's Emergency Response Plan, Code Brown Standard Operating Procedure and the various departmental emergency response schemes developed throughout the year. By completing this exercise St George Hospital improved its capacity

to respond and manage major incidents that may occur in the future.

Specifically, the initiative demonstrated:

- ❖ Disaster plan activated in timely manner
- ❖ Disaster communication cascade activated
- ❖ Chain of command utilised appropriately
- ❖ Appropriate identification resource requirements
- ❖ Suitable utilisation of workforce
- ❖ Appropriate identification of patients requiring discharge, transfer or delay
- ❖ Effective management of patient flow.

In addition, a total of 17 recommendations were generated from the disaster response exercise, of which all have been applied.

5. Safety huddles

St George Hospital has implemented a multidisciplinary safety huddle following critical incidents to discuss the event, confirm the Severity Assessment Code and develop a plan to address the immediate needs of the impacted family. The huddle comprises of open disclosure, a staff debrief and implementation of system changes to immediately mitigate harm.

Safety huddles occur within 24 hours of an incident and involve the executive team, patient safety manager, Director of Clinical Governance, department head and unit managers. The huddle has enhanced the hospital's ability to work collaboratively across professional boundaries to coordinate and manage critical episodes, in turn improving patient safety across the hospital.



Prince of Wales Hospital & Community Health Services

Prince of Wales is a major teaching hospital and tertiary referral centre, providing best practice healthcare to our community, in conjunction with its affiliated universities and premier medical teaching facilities.

Prince of Wales Hospital, and its community health services, achieved several major milestones in the past year:

- ❖ The Glen McEnallay Simulation and Learning Centre (GMSLC) is now running the internationally recognised Cardiothoracic Advanced Life Support (CALS) program. One of only three accredited centres in Australia, GMSLC held the first accredited course in May 2019. CALS has since become the gold standard of care for resuscitation post cardiac surgery in both the United Kingdom and United States. Further to this, it has become mandatory for cardiothoracic trainees and accepted for Continuing Professional Development points by the Australian and New Zealand Intensive Care Society.
- ❖ Prince of Wales Hospital Foundation continued to be an important and generous support to the hospital, contributing over \$2 million towards research, education, medical equipment, innovations and facilities.
- ❖ The completion of an education strategy – developed by staff at both Prince of Wales and Sydney/Sydney Eye hospitals – focused on transforming the hospital into a centre of educational excellence that fosters interdisciplinary and professional learning and development.
- ❖ The Cost Centre Managers Capability Development Program continued this year, providing frontline managers with the required skills in budget management, following the deployment of the Service Line Management framework. More than 145 managers completed the program over the past year.
- ❖ For the eighth year running 100 per cent of Intensive Care Unit trainees passed their final exam and the Intensive Care Unit nursing team won the 2019 International Nurses Day Team Award.
- ❖ The hospital gained full Australian Council on Healthcare Standards accreditation, with the survey team reporting that many staff expressed passion and pride for the organisation and a demonstrated commitment to providing evidence-based healthcare.
- ❖ Nine applications were submitted for the SESLHD Innovation and Improvement Awards, with seven staff placing as finalists across various categories. The Coding Team, which works across Prince of Wales Hospital, Sydney/Sydney Eye Hospital and the Royal Hospital for Women, took home the Team of the Year Award.

Jennie Barry | General Manager



1. Randwick Campus Redevelopment

The Randwick Campus Redevelopment Project made significant progress towards realising the vision set out in the Greater Randwick Integrated Health Services Plan. Key achievements over the past year include:

- ❖ Completion of a detailed design for the Acute Services Building
- ❖ Delivery of prototype rooms – with support from the Nursing Education Research Unit, staff are testing current and future models of care in the new spaces
- ❖ Commencement of staged site establishment, demolition and early works
- ❖ Completion of Infrastructure NSW gateways three and four

2. Improving the patient experience

As part of Prince of Wales Hospital's commitment to improving healthcare delivery for its patients, the following achievements were made in 2018-2019:

- ❖ Patient Opinion, a feedback channel that fosters honest and meaningful conversations between patients and healthcare providers, was launched at the hospital. To date, 28 stories have been shared since the program's implementation in December 2018.
- ❖ The hospital partnered with UNSW Sydney's Australian Graduate School of Management, working

with students completing their Master of Business Administration. This saw more than 90 students focus on improving patient experiences at the hospital.

- ❖ Successful trial of portable patient entertainment, supported by the implementation of patient and guest Wi-Fi, in collaboration with the Information Management Services Directorate team, eHealth and Hills Health Solution.

3. Draeger monitors

Clinical Engineering undertook a significant project to update and standardise cardiac monitoring across the Randwick campus. The project, now in its third year, has made a significant investment towards patient safety. It has transformed patient transfers, allowing continuous monitoring during patient transport across the campus. The past year has also seen a significant upgrade to the hospital's anaesthetic machine monitoring. Upgrades occurred in: Operating Suites, Recovery, Urology Theatres, Acute Stroke Unit and the Emergency Department.

The new monitors have resulted in technological improvements, including the ability to integrate with the Electronic Medical Record (eMR) system and the capacity to replace computers on wheels, as all eMR applications can be accessed from the Draeger monitor.

4. Innovation in action

The hospital's Otorhinolaryngology Head and Neck Research Team continues to deliver ground-breaking translational research, in collaboration with the

School of Biomedical Engineering at UNSW Sydney.

This work focuses on innovative technological solutions to key areas of clinical need. For example, the development of a 3D-printed prosthesis for head and neck cancer reconstruction surgery and a novel method for sustained delivery of adjuvant drug therapies to the surgical site.

5. Cutting-edge technology

In a collaborative effort between SESLHD and UNSW Sydney, a state-of-the-art magnetic resonance imaging (MRI) facility was commissioned at Prince of Wales Hospital in a refurbished, purpose-designed space.

The new technology allows advanced imaging options for patients affected by acute illnesses, such as stroke and cancer. In addition, the facility is being utilised for cutting-edge research projects and clinical applications.

This venture is the beginning of a wider collaboration within the Randwick Health and Education Precinct, which will allow the hospital to translate pioneering research projects into best practice patient care.



The Sutherland Hospital & Community Health Services

The development and launch of new patient-centred models of care were a focus for The Sutherland Hospital over the past year – some of which were the first of their kind in Australia, the state or district.

In partnership with its community health services, The Sutherland Hospital achieved the following in 2018-2019:

- ❖ The Hand Hygiene Working Party was recognised at the 7th International Australasian College of Infection Prevention and Control Conference. A project undertaken in the Emergency Department achieved improvements in compliance with hand hygiene standards across the hospital, and was awarded Best Poster (Delegate's Choice).
- ❖ The Falls Prevention and Management Portal was developed to help reduce patient risk of falls causing harm. The clinician-led portal is a one-stop resource for both admitted and non-admitted patient services.
- ❖ Consumer walkarounds were introduced to facilitate discussions about patient care and safety, and strengthen partnerships between patients and consumer representatives. As part of the program, consumer representatives acquire important feedback about the hospital's quality and safety improvement strategies.
- ❖ A Meditation Wellness and Compassion Program was rolled out, enabling staff to experience relaxation, stress reduction and self-compassion practices at work. The program recognises the positive link between wellness, quality of care and better clinical outcomes for patients.
- ❖ The Killara Rehabilitation Ward was granted the Most Improved Orthopaedic Fractures Outcomes Award by the Australasian Rehabilitation Outcomes Centre.
- ❖ The inaugural Social Work in the Death and Dying Space Forum, hosted by the Social Work department, showcased its work now conducted across the state. An innovative offering of experiential sessions was well received by participants.
- ❖ The Early Access to Acute Stroke Thrombolysis Service began treating walk-in patients, with plans to implement a 24/7 model expected to commence in the near future.
- ❖ An announcement of \$81.5 million by the State Government to build six new operating theatres and two new endoscopy suites recognised the requirements for growth at the hospital.

Valerie Jovanovic | General Manager



1. Maternity models of care

The Sutherland Hospital Maternity Service boosted its offering for local families, launching three new programs, including Calmbirth. This program delivers antenatal education that aims to prepare mums-to-be and their partners for a stress-free birthing experience, with the help of trained midwives.

Maternity Antenatal Postnatal Service – known as MAPS – was introduced in April 2019. This service provides women with antenatal care from a known midwife for the duration of their pregnancy. Following the birth, the same midwife collaborates with other healthcare professionals as needed and supports families in their own home for up to two weeks.

The hospital's Maternity Service also launched its first Midwifery Group Practice, providing a continuity model of midwifery care, with midwives working one-to-one with women throughout their pregnancy, birth and early parenting period.

2. Rapid Assessment Diagnostic Interventional Unit Sutherland (RADIUS)

In an Australian first, the Rapid Assessment Diagnostic Interventional Unit Sutherland – known as RADIUS – officially launched. RADIUS aims to address access challenges for patients who present with complex medical conditions, who are not critically unwell. The service provides rapid, responsive care to help people

avoid or reduce the time they spend in hospital through assessment and coordination with community services.

The innovative model of care was presented at the Australian and New Zealand Society for Geriatric Medicine Conference. RADIUS continues to strengthen The Sutherland Hospital's position as a leader in providing person-centred and integrated care to the community.

3. Urology Service

The Urology Service was enhanced with state-of-the-art technology to improve the speed, accuracy and precision of procedures that diagnose and treat patients with complex urological conditions.

The Sutherland Hospital was the first public hospital in the district to acquire the latest equipment, which includes endoscopes, an imaging tower that enables 3D capability and infra-red and a shock pulse lithotripsy kit to treat patients suffering from kidney stones.

4. Emergency Department Short Stay Unit

The hospital officially opened its Emergency Department Short Stay Unit (EDSSU). The EDSSU is an eight-bed inpatient unit, co-located in the Emergency Department, where patients can receive short-term care including observation, medications, specialist assessment and diagnostics. Patients are likely to be discharged from the Emergency Department once treatment is completed in this unit, and their length of stay is estimated to be less than 24

hours. The opening of the EDSSU marks another completed stage for the Sutherland Hospital's \$69.2-million redevelopment.

5. Planning for the future

Hospital processes were enhanced, providing systems to ensure provision of high-quality healthcare and greater transparency of investments. This included improving budgetary controls and financial efficiencies, implementing service redesign, improving coding practices and clinical service planning.

The Sutherland Hospital Integrated Health Services Plan was finalised, outlining a comprehensive approach to address the physical, emotional and social wellbeing of the community through the implementation of innovative models of care.

Complementing these efforts, The Sutherland Hospital Governance Committee Structure was implemented, with an aim to streamline the resource management and decision making.



Sydney/Sydney Eye Hospital

With over 32,000 Emergency Department presentations, 10,000 admissions to inpatient services, 9,000 theatre cases and around 104,000 outpatient services in 2018-19, Sydney/Sydney Eye Hospital is devoted to serving its community.

Major achievements for staff, patients and the community linked to Sydney/Sydney Eye Hospital over the past year include:

- ❖ To meet current and future demands the hospital, partnering with the Sydney Eye Hospital Foundation, is planning for the redevelopment of the outpatient clinics with infrastructure improvements that will deliver and improve patient care.
- ❖ Major infrastructure works are focused on enhancing the Heritage Stone Work Program, to rejuvenate the Macquarie Street-facing entrance. Restoration work is due for completion in late 2020.
- ❖ The Homelessness Opportunities for Presentations to Emergency Project continues to develop and implement strategic models of care to better meet the needs of homeless patients. A data profile on homeless presentations through the Electronic Medical Record, social risk templates and surveys has been developed to better understand gaps in services and opportunities for future models of care for this population.
- ❖ Eight applications were submitted for the SESLHD Improvement and Innovation Awards with three placing as finalists and three winning categories: Staff Member of the Year, Collaborative Leaders of the Year and Team of the Year.
- ❖ Jane Barr, Acting Nurse Unit Manager, Perioperative Unit, was honoured with the Clinical Leadership Award at the 2019 Excellence in Nursing and Midwifery Awards.
- ❖ Hospital staff continue to lead and participate in research projects concentrating on work that engages clinicians to advance outcomes for patients.
- ❖ A pilot Critical Thinking and Cognitive Bias Training curriculum was established for nurses and doctors. The project's goal is to embed a culture of critical thinking in decision-making for improved patient outcomes.
- ❖ Eighteen Bright Spots posters – an initiative to highlight and celebrate the district's achievements – were showcased throughout the hospital, focused on enhancing our commitment to providing comprehensive, integrated patient care.
- ❖ The hospital continues to focus on creating a happier and healthier workforce. With the launch of the Staff Health and Wellbeing Program: Sankalpa and Meditation Wellness and Compassion initiative, participating staff worked on building their mental and emotional fitness by practicing stress reduction, relaxation, mindfulness and compassion skills to support compassionate care for patients. A total of 101 staff also joined the Nursing Nightingale Step Challenge, sponsored by First State Super.
- ❖ A model for regular reflective supervision sessions for first year transitioning registered and enrolled nurses was introduced. The initiative is well recognised for its benefits to empower and foster resilience in staff. Initial feedback from participants was overwhelmingly positive, with staff reporting increased confidence in speaking up for patient safety and the ability to engage in difficult conversations.
- ❖ The hospital was awarded full accreditation for the 10 National Safety and Quality Health Service Standards for another three years.

Jennie Barry | General Manager



1. Pain management in post-operative hand patients

A multidisciplinary project was commissioned to report effective pain management achievements for patients undergoing hand surgery at Sydney/Sydney Eye Hospital.

Medical record audits and patient-rated experiences were used to determine baseline data and evaluate progress following the implementation of pain management guidelines.

Results demonstrated a decrease in prescription medication, including analgesia, and an increase in paracetamol usage.

Overall, optimising pain management throughout this project resulted in enhanced patient satisfaction and greater control of post-operative pain, decreasing patient pain scores and its associated complications.

2. The Red Eye Project

An education and training intervention was custom made to address the extended waiting times experienced by patients in the hospital's Emergency Department. The Red Eye Project aimed to:

a) Reduce Emergency Department waiting times for patients with uncomplicated conjunctivitis, by increasing emergency staff knowledge of symptoms and treatment using training and educational tools.

b) Reduce the number of patients re-presenting inappropriately to the Emergency Department with unresolved symptoms of conjunctivitis through the introduction of a standardised patient education program, supported by patient advice sheets.

Prior to the intervention patients were spending on average two to three hours in the Emergency Department. Post intervention, wait times for patients reduced by 33 minutes.

3. Reducing phone calls to the elective surgery booking office

The elective surgery booking office has experienced an increase in the number of inappropriate phone calls, leading to increased pressure on staff.

The team introduced changes to the voicemail message, modifications to patient information regarding surgery details, and the Day Procedure Unit now proactively contacts patients the day before their surgery.

The interventions have reduced unnecessary calls by 57 per cent. There was a total of 40 inappropriate phone calls to the office in June 2018 and following the introduction of the above changes, this number decreased to just 17 calls in October 2018.

4. Manual handling training

A custom-built Clinical Business Rule was implemented, aimed at mitigating the risk of nursing staff sustaining musculoskeletal injuries from manual handling.

The project involved:

- ❖ Manual handling training at nursing orientation
- ❖ Standardisation of training and assessment documentation tools
- ❖ Provision of video training resources to assist clinical nursing staff on a 24/7 basis
- ❖ Establishment of a manual handling equipment location list and maintenance guide
- ❖ Evaluation of training and procedures to inform ongoing program improvements.

5. Caring for our environment

Sydney/Sydney Eye Hospital established a recycling program, in line with the district's ongoing commitment to sustainability.

The first sustainable program saw the collection of patient water bottles, with a monetary return from St George Recyclers – an automated depot collection point for the NSW Government's Return and Earn initiative. The hospital has earned over \$1,000 since joining the scheme.

Other successful initiatives include the collection of used plastic intravenous bags, which are being repurposed into garden hoses, materials for children's playgrounds and soft mats for work environments.

Uniting War Memorial Hospital



The Uniting War Memorial Hospital (WMH) provides gold standard rehabilitation and assessment services for people aged 65 years and over. The hospital introduced various innovative services and strategies in 2018-2019 focused on keeping residents healthy and happy in their homes.

The WMH's Strategic Plan was thoughtfully developed with the SESLHD *Journey to Excellence Strategy 2018-2021* intrinsic to its core. The plan involved input from a variety of internal and external stakeholders, including: Strategy and Planning, Integrated Care, iiHub, Central and Eastern Sydney Primary Health Network, Agency for Clinical Innovation, representatives from the community as well as local clinical expertise.

The plan builds on the suite of services offered by the hospital, with a focus on supporting individuals to remain healthy at their place of residence and not presenting unnecessarily to the Emergency Department. The key elements in the plan are: improving the patient experience, strengthening dementia services, increasing links with younger people and the general community, improving older driver assessment, creating a sustainable research culture and enhancing technology within the organisation.

1. Integrated Rehabilitation & Enablement Program

The Integrated Rehabilitation and Enablement Program (IREAP) has proven to be a successful intervention at the WMH.

The innovative model offers clients with complex health conditions a multifaceted and anticipatory approach to care, empowering patients to manage their own health needs in collaboration with healthcare professionals. Research-based evidence has demonstrated improvements for participants undertaking IREAP, such as an improved quality of life and a reduction in frailty.

2. Geriatric Flying Squad

The Geriatric Flying Squad (GFS) is a multidisciplinary team which assesses and treats patients in their homes and residential aged care facilities.

The GFS partnered with NSW Ambulance to design and implement a referral pathway with the aim of avoiding unnecessary Emergency Department presentations for older patients. The scheme provides paramedics with an alternate destination for the treatment and care of patients that meet a specific criteria. In recognition of this collaboration the GFS team were named Team Innovation of the Year at the 2018 National Hesta Aged Care Awards and were recognised as a finalist in this year's Premier's Awards.

As a result of the success of this initiative the collaboration has recently expanded, with partnerships now in place with NSW Police and NSW Fire and Rescue.

3. Reducing social isolation among residents

The Speech Pathology Department at the WMH provides a series of interventions targeting social participation and engagement, with the aim of reducing social isolation among clients with communication difficulties. To showcase examples of this work, three clinical non-language based activities targeting connectedness and better health outcomes were recognised in an event known as The Culture of Communication.

A 70-person audience, made up of residents' families, friends, carers and staff, were treated to a performance from the Neurological Choir and an art exhibition from the Aphasia Art Rehabilitation Group. A short film titled *The Art of Aphasia*, which documents an inspiring account on what it means to live with aphasia, was also screened.

Following the event clients reported that the opportunity to be courageous, to be heard and to educate others on communication disabilities was empowering.

4. Commitment to the environment

The WMH has been working alongside SESLHD's Environmental Sustainability Committee to address the challenges posed by our carbon-intense health system, and to explore more sustainable community and outpatient-based models of care. A local Green Team was established to drive change across the campus, leading the hospital to become a recognised member of the Global Green Healthy Hospitals Network.

The team has implemented a number of initiatives including: additional access to bike racks for staff, a reduction in single use plastics and a discount for individuals using reusable coffee cups at the Kiosk, a greater focus on recycling



and composting and overall an increase in education for staff regarding environmental sustainability as a health issue. In addition, sustainability and better value are articulated across all business cases, quality projects and research proposals at the hospital, with consideration for both the environmental and financial sustainability of new services or resource proposals.

5. Staff wellbeing

The WMH is devoted to staff wellbeing, providing a tailored offering of initiatives and resources to its workforce. This includes but is not limited to:

- ▶ Leadership capability modules, which build on frameworks to foster a culture of employee safety and wellbeing
- ▶ Team engagement workshops, employee appreciation initiatives and social events
- ▶ Coaching services for staff through the Employee Assistance Program
- ▶ Active leave management, to encourage staff to take time off
- ▶ Seminars focused on building resilience and mindfulness for psychological safety and financial wellness.

The hospital's cultural index scores, as collated by the People Matter Employee Survey and the WMH's Cultural Engagement Survey, yield good results each year. The 2018 results were ranked as 10 points above the average public sector scores as a result of the wellbeing initiatives implemented onsite.

Our People



Jill Morton-Allen

Gardener, Garrawarra Centre

I help maintain the grounds. I started in general services probably 15 years ago, then someone went on holidays and they needed a back-up gardener. I put my hand up and it went from there. I'm about to finish my second year of Parks and Gardens Certificate at TAFE.

I love the peace, the whole ambience of the grounds. My favourite area is the front of the cottages. When everything is out in spring it just looks gorgeous. I choose the plants. It's a mixture of natives and others. Natives are a bit more resistant to the pests. We have deer, rabbit and possum problems, so everything has to be hardy.

I like attention to detail. For everything to look nice for everybody. I think of it as a reflection on me too. I like people to come in and smile when they see the gardens.



Garrawarra Centre

A welcoming home to 104 aged care residents experiencing severe dementia, the Garrawarra Centre provides specialist care to patients unsuited to mainstream nursing homes. Patients are referred to the facility from all over Australia for our expert care.

The Garrawarra Centre received funding from the NSW Government this financial year for the purchase of a new bus so that residents can enjoy regular outings in air-conditioned comfort. The excursions have played a key role in the quality of care provided to patients, with residents appreciating a change of scenery to visit local beaches, parks and lookouts.

Additional funding was also provided for new clinical equipment, including a new electrocardiogram (ECG) machine and stand, two bariatric beds and a point-of-care blood testing machine.

This equipment allows patients to stay in the facility for minor diagnostic tests, preventing residents from being transferred unnecessarily to other services.

As a part of the district's *Journey to Excellence Strategy 2018-2021* priority: workforce wellbeing, the centre introduced a Laughter Yoga initiative for staff to enjoy on a regular basis. The initiative has proved popular, with staff reporting several health benefits, such as: a release in endorphins; a strengthened immune system; a reduction in stress; a positive mental state when dealing with challenging situations, and improved relationships with others.

Calvary Health Care Kogarah

A 98-bed rehabilitation, palliative care and community healthcare service, Calvary strives to provide quality, compassionate care to the most vulnerable, including patients approaching end of life.

- ▶ **Bridging the intergenerational gap at Mary Potter House:** This program promotes increased social interaction and engagement for Calvary's dementia patients at Mary Potter House, by creating meaningful activities for clients to engage in, in order to build relationships and exchange knowledge and skills. The initiative aims to deliver person-centred care, focusing on activities that relate to each client's individual abilities, such as gardening, walks and story time.
- ▶ **Aboriginal community garden:** A culturally appropriate, safe, outdoor space was created for Aboriginal and non-Aboriginal patients, carers, families and staff to enjoy. Calvary staff and members from the Aboriginal community were involved in the planning and building of the garden space, launched during NAIDOC Week 2019.
- ▶ **Nurse practitioner models of care:** The Community Palliative Care Team received recurrent funding for two full-time nurse practitioners in 2018-19, and introduced a new model of care for residential aged care facilities (RACFs) within SESLHD. The new model consists of a one-hour monthly clinical discussion with RACF staff involved in residential and family care. This case-based education allows staff to promote, prioritise and initiate palliative care needs and advance planning proactively. Currently, the service is available in 15 RACFs and as a result of its implementation, Calvary has seen a 40 per cent decrease in admissions to public hospitals.
- ▶ **Environmental sustainability:** 2018-19 marked a number of milestones for environmental sustainability for Calvary. These include, but are not limited to, the installation of shredders on each floor, rainwater tanks holding up to 60,000 litres and two new chiller systems which are responsible for the hospital's air conditioning. In addition, 1,200 lights were changed to energy efficient light emitting diodes (LEDs) and all 19 of the hospital's printers were networked for "follow-me" printing. The hospital's café – The Street Canteen – has also gone "green", offering bamboo cutlery and a discount to staff bringing their own reusable cups.



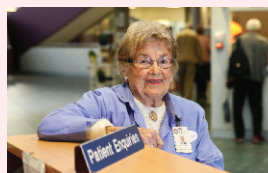
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Calvary strives to provide quality, compassionate healthcare to the most vulnerable, including patients approaching end of life.”

Thanks, vullies!

Hundreds of volunteers provided a range of invaluable services for our patients, visitors and staff over the past year. Support ranged from selling newspapers and magazines, to running coffee shops and helping visitors with directions, to assisting at galas and fundraisers and tending to community gardens.





**Their time and devotion is much appreciated by the district.
2018-2019 highlights include:**

Prince of Wales Hospital

Gail Avis, volunteer, celebrated 25 years of service – with 24 of those years running the Wig Library, a special program for patients experiencing hair loss resulting from cancer treatments. Located in the Nelune Comprehensive Cancer Centre, the Wig Library is open four days a week thanks to the individuals that generously keep the service running.

Royal Hospital for Women

More than 80 volunteers donated their time at two exclusive charity galas – Secret Men's Business and Bazaar in Bloom. The milestone events raised vital funds for the Royal Hospital for Women's Neonatal Intensive Care Unit, Maternal Fetal Medicine Unit and NSW Women's Breast Centre.

St George Hospital

St George Hospital volunteers introduced music and trivia into the Dialysis Ward, a communal lunch room with multicultural music and 1950s/1960s movies for elderly patients in the Aged Care Ward for patients to enjoy. The hospital's successful Pet Therapy Program continued to put smiles on patients' faces.

Sutherland Hospital

The hospital's many well-renowned volunteer-run services: the Garden Kiosk, Let's Get Fresh, Book Nook and Gift Shop – together raised over \$260,000 to purchase new equipment for Sutherland Hospital, including 12 humidifier machines for the Critical Care Unit.

Sydney/Sydney Eye Hospital

The Hospital Auxiliary, established 99 years ago, raised over \$25,000 for Sydney/Sydney Eye Hospital through its kiosk on Macquarie Street. The Friends of Sydney Hospital volunteer group raised \$95,000 for sight-saving equipment, through sales from The Little Shop and the Foyer Café.



Support from our **Foundations**

The work of
SESLHD would
not be the
same without
the valued
contributions
made by our
foundations.

The Royal Hospital for Women Foundation delivers on its mission each year, raising approximately \$3 million for the only public hospital in the state dedicated solely to women's health. 2018-2019 fundraising highlights include:

- ❖ A new perinatal psychologist, for three years (over \$300,000)
- ❖ Improved outreach and support services for Indigenous mothers giving birth (\$75,000)
- ❖ New incubators, cribs and a monitoring system for the Neonatal Intensive Care Unit (\$250,000)
- ❖ A first-of-its-kind in Australia research ultrasound for the Maternal Fetal Medicine Unit (\$300,000)
- ❖ Support for the Becoming Amazing Mothers social work program, for women who have experienced childhood abuse or trauma (\$25,000)



The foundation organised the roll out of Wi-Fi across the hospital, and is working on other exciting projects to enhance the patient and family experience.

The organisation continues to raise money in traditional ways, such as applying for grants and holding events as well as increasingly raising money through digital channels to increase engagement with new and existing donors, including peer to peer fundraising.

The Prince of Wales Hospital Foundation (POWHF) this year contributed **\$2,142,204** in funding for vital initiatives at the hospital including:

- ❖ \$1,000,000 pledged over 10 years for the Renal Department Kidney Biobank, supporting research into chronic kidney disease and acute kidney injury
- ❖ \$400,000 towards a new digital subtraction angiography suite for the Medical Imaging Department, for minimally invasive surgery
- ❖ Funded Wi-Fi throughout the hospital for patients and staff.

POWHF's annual grants program, which has provided over \$3.5 million over eight years, this year awarded \$600,000 towards important hospital initiatives including: four research projects, six new innovations in patient care, 68 pieces of life-saving equipment, 11 opportunities for staff education and professional development and 10 projects run by the Louisa Hope Fund for Nurses.

Exciting highlights this year include the POWHF inaugural \$50,000 Research Medal awarded to Professor Minas Coroneo AO for his work in ophthalmology; the POWHF inaugural Hall of Fame and the \$120,000 three-year Reg Inglis Scholarship awarded to Dr Praveen Indraratna for the development of his Total Cardiac Care research program.

The St George and Sutherland Medical Research Foundation (SSMRF) experienced its most successful year to date in 2018-2019.

The organisation raised an additional \$6.5 million in federal and state funding to further develop and support the UNSW Microbiome Research Centre (MRC) at St George Hospital. This takes the funds raised for the UNSW MRC to \$10.5 million.

In August 2018 SSMRF received its largest single private benefaction. The \$3 million donation from philanthropist and businessman, Sir Owen Glenn, will fund a major liver cancer research program for the next three years.

The foundation hosted two visits from The Hon. Scott Morrison MP and The Hon. David Coleman MP to meet researchers and members of the SSMRF Board.

SSMRF also had a solid year of fundraising resulting from the Charity Golf Day, Beachside Dash and through its many sponsors and supporters. This enabled the foundation to contribute \$200,000 for competitive medical research grants in 2019.

The Sydney Eye Hospital Foundation provided just over \$1 million over the past year for education and research grants and new equipment. The organisation funded \$503,498 for fellowships, \$310,503 towards research, \$25,000 for nurses and educational support and \$189,322 towards new equipment.

The foundation is currently raising funds for eight new fellowships worth \$440,000 and equipment for the refurbishment of the Eye Outpatients Department, which will be in excess of \$1 million.

The organisation also helps Friends of Sydney Hospital and the Sydney Hospital and Sydney Eye Hospital Auxiliary to improve their ability to fund more items on the clinical wish list.

SESLHD Improvement and Innovation Awards



Improvement and innovation is ingrained in our district. Our people drive projects to improve the quality and safety of care, enhance the patient experience and integrate ground-breaking ideas into our health service.

The outstanding individuals, programs and services within our district are showcased each year at the SESLHD Improvement and Innovation Awards. The 2018 categories and award winners were:

Patients as Partners: Steady Steps: moving towards better balance - Anita Dimovski, Southcare, Sutherland Hospital

Delivering Integrated Care: South Eastern Sydney Mental Health First Aid Youth Program - Ruth Hennessy, Planning Population Health & Equity

Patient Safety: Drop the Drawsheet - Simone Kelly, Sutherland Hospital

Keeping people healthy: The T.R.Y Project - Joshua Philp, Sutherland Hospital

Supporting our People: Supporting junior doctors to innovate and improve their clinical practice and enhance patient experience - Professor George Rubin, Medical Executive Directorate

A Safe and Healthy Workplace: Intensive care unit manual handling orientation and training program - Benjamin Wood, St George Hospital

Health Research and Innovation: Advanced Recovery Orthopaedic Program - Andrewina Piazza-Davies, Prince of Wales Hospital

Excellence in the Provision of Mental Health Services: Delivering perinatal mental health care via a domiciliary outreach service closely integrated with existing maternity and child and family health services - Dr Sylvia Lim-Gibson, Royal Hospital for Women

Volunteer of the Year: Wayfinding volunteers - St George Hospital

Staff Member of the Year: Dr Catherine Clark, Staff Specialist and Director of Training in Radiation Oncology, St George Hospital

Collaborative Leader of the Year: Barbara Daly, Co-Director, Nursing and Operations, Prince of Wales Hospital

Team of the Year: The Care of Older People in Surgery Service, Prince of Wales Hospital

Consumers' Choice for Person Centred Care: 1. Risky business or a beautifully integrated partnership - Kate Dyer, Royal Hospital for Women 2. Working in partnership to support young people, their families and friends - Sally Corr and Louise Treen, headspace Bondi Junction

Board Member's Choice: 1. Supporting junior doctors to innovate and improve their clinical practice and enhance patient experience - Professor George Rubin, Medical Executive Directorate 2. Improving the accuracy and safety of intravenous fluid prescribing by junior medical officers during the after-hours period - Dr Christene Mikhail, Sutherland Hospital

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