







## Acknowledgement of Country

South Eastern Sydney Local Health District acknowledges Aboriginal and Torres Strait Islander peoples of the Dharawal, Gadigal, Wangal, Gweagal and Bidjigal peoples as the Traditional Custodians of the lands we operate on. We pay our respects to Ancestors and Elders, past and present.

We are committed to honouring Aboriginal and Torres Strait Islander people’s unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Created by Brendan Broadbent, *South Eastern Boundaries* is based on the South Eastern Sydney Local Health District boundary map and replicates the locations of the facilities from Sydney’s Central Business District in the north to the Royal National Park in the south.



The Meeting Places (circles within circles) represent The Sutherland Hospital, St George Hospital, Prince of Wales and Royal Hospital for Women, Sydney and Sydney Eye Hospital, Calvary Health Care and War Memorial Hospital.



The lines with dots represent the patient’s journey from their homes, to and from the facilities where people access our healthcare services.



The other symbols are the local Aboriginal Community Elders, Men, Women and Children who call the South Eastern Sydney area their country and home.



The dark and light blue circles are the strong currents and waves which surround the beautiful coastline of the east coast.



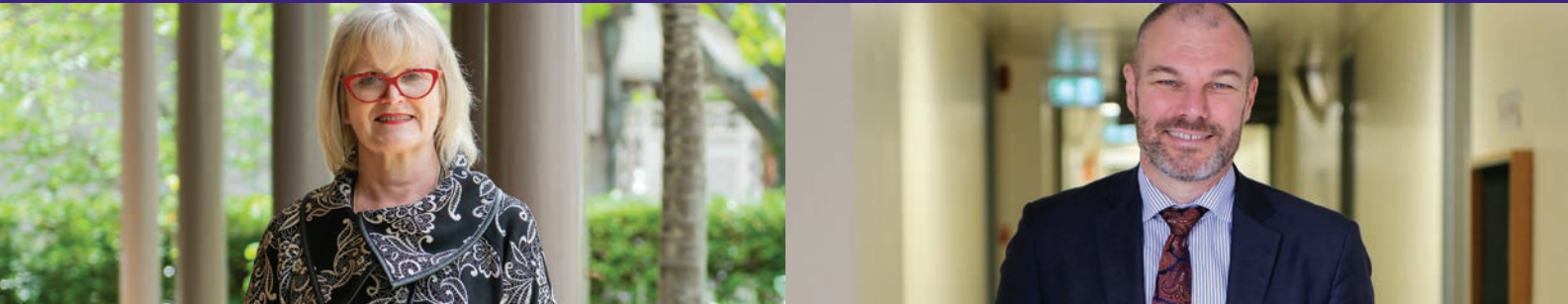
The assortment of coloured dot patterns are of the surrounding Aboriginal Nations which surround and connect all Aboriginal Nations and our people to each other in respect and harmony.

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# A message from the Board Chair and Chief Executive



Each day, our hospitals and community-based health services strive to deliver exceptional care to the almost one million residents of the South Eastern Sydney Local Health District (SESLHD). We are incredibly proud of the many accomplishments of our teams throughout the 2023-24 financial year.

We are committed to ensuring everyone across the district receives high-quality care and improving equity of health care continues to be a key priority across all our services. Our teams work with community partners to co-design and implement culturally appropriate models of care for Aboriginal and Torres Strait Islander peoples and culturally and linguistically diverse communities. We have highlighted some of these innovative programs in this review.

In 2023-24, we were proud to launch two new district-wide strategies celebrating our commitment to recognising and fostering diversity. The *LGBTIQ+ Health Action Plan* aims to improve health and wellbeing outcomes for the LGBTIQ+ community. The Diversity, Inclusion and Belonging Strategy aims to drive innovation and collaboration in everything we do by fostering the diverse talents, experiences and skills of our staff.

Voluntary Assisted Dying (VAD) legislation came into effect in November 2023. We commend the district's VAD project team for their work in navigating this complex field of care with compassion and sensitivity.

As always, patient safety is fundamental to providing exceptional care and is an ongoing priority across all

our facilities and services. We are grateful to teams on the ground who identify opportunities to improve patient safety and outcomes for patients. We have showcased some of these clinician-led initiatives in the following pages.

Redevelopment works have been forging ahead and the pace of progress has us on track for on-time completion. The St George Hospital Redevelopment project executed 13 priority works packages, including clinical skills, MRI, nuclear medicine, eight operating theatres and four procedure rooms. In addition to this, a total of \$15 million in major medical equipment was delivered to the hospital, bolstering healthcare infrastructure and services.

At The Sutherland Hospital, a new Operating Theatre Complex was opened this year. The complex includes eight new operating theatres, two procedure rooms and a new surgical short stay unit.

We would like to take this opportunity to thank the members of the district's Board and Executive Team. Both bring a wealth of experience and local knowledge to the management of our district, hospitals and services. Thank you for your expertise, innovation and dedication.

A heartfelt thank you to each member of the district's staff, partners and wider community, for your tireless work and incredible achievements over the past year.

**Dr Debra Graves OAM** | Board Chair  
**Tobi Wilson** | Chief Executive

# Our Board and Executive team

## Board

<b>Dr Debra Graves OAM</b> Board Chair (Appointed August 2023)	<b>Dr Jan Dudley OAM</b> Board Member	<b>Liam Harte</b> Board Member
<b>Michael Still</b> Former Board Chair (Term concluded July 2023)	<b>Arthur Diakos PSM</b> Board Member	<b>Dr Gregory Levenston</b> Board Member
<b>Elli Baker</b> Board Member	<b>Dr John Estell</b> Board Member	<b>Helene Orr</b> Board Member
<b>Jonathan Doy</b> Board Member	<b>Anna Guillan AM</b> Board Member	<b>Prof Allan Spigelman</b> Board Member

## Executive team

<b>Tobi Wilson</b> Chief Executive	<b>Christopher Hay</b> General Manager, Mental Health Services
<b>Ian Anderson</b> Director of Finance	<b>Prof Georgina Hold</b> Director, Research
<b>Jennie Barry</b> General Manager, Prince of Wales Hospital and Sydney/Sydney Eye Hospital	<b>Dr Jo Karnaghan</b> Director, Clinical Governance and Medical Services
<b>Sharon Carey</b> General Manager, Corporate Services	<b>Angela Karooz</b> General Manager, St George Hospital
<b>Caroline Curtin</b> A/Director, Strategy, Innovation and Improvement A/General Manager, Organ and Tissue Donation Service	<b>Claire O'Connor</b> Director, Allied Health
<b>Fiona Fahey</b> Director, People and Culture	<b>Kim Olesen</b> Executive Director, Operations
<b>Dr Marianne Gale</b> Director, Population and Community Health	<b>Skye Parsons</b> Director, Aboriginal Health
<b>Donna Garland</b> General Manager, Royal Hospital for Women	<b>Vicki Weeden</b> General Manager, The Sutherland Hospital and Garrawarra Centre
<b>Kate Hackett</b> Director, Nursing and Midwifery Services	<b>Clarence Yap</b> A/Director Digital Health/Chief Information Officer

# Our district

South Eastern Sydney Local Health District proudly delivers health care to more than 900,000 residents across the Woollahra, Waverley, Randwick, Bayside, Georges River and Sutherland Shire Local Government Areas, and parts of the Sydney Local Government Area.

We deliver high-quality, person-centred health care across nine hospitals including two major tertiary referral hospitals and one major trauma hospital, providing communities outside our district with access to world-class care. Across our district, we also provide community-based health services including preventative health care, early intervention and community-based treatment, palliative care and rehabilitation services.



**902,904** residents who call our district home



**40%** of people born overseas



**1.15%** of people report identifying as Aboriginal or Torres Strait Islander



Over **34%** of people speak a language other than English

Figures based on 2021 census data.

# Our year at a glance

In 2023-24, across South Eastern Sydney Local Health District there were:



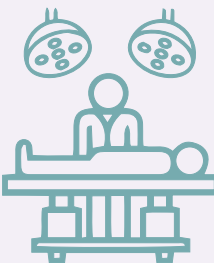
**242,894**

emergency department presentations



**190,954**

patients admitted to hospital



**53,576**

operations performed

# Our strategic priorities

We work in partnership to improve health and wellbeing outcomes and transform experiences. We challenge service delivery to provide intervention earlier and care closer to home. Our strategic plan, *Exceptional Care, Healthier Lives*, includes four overarching strategic priorities.



## Partnering for healthier communities

We adopt a whole of system approach to promote health, improve equity and empower communities.



## Providing person-centred care

We provide safe, integrated, accessible and evidence-based care that places people at its heart.



## Supporting teams to thrive

We promote a culture where people flourish and wellbeing is a priority.



## Shaping the future

We lead innovative, digitally enabled health care informed by pioneering research.



**6,610**

babies born



**16%**

of outpatient and community services were delivered via telehealth



**5,107**

geriatric flying squad visits kept elderly people safe at home





### Providing community support during times of increased need



South Eastern Sydney Local Health District works with partner agencies to prepare, prevent, respond to and recover from emergencies and major incidents.

In April 2024, our teams responded quickly to implement a dedicated mental health response following the tragic events at Bondi Junction.

The Mental Health Response team offered community outreach support in and around Bondi Junction with our staff on the ground and accessible to the general public. Teams of clinicians provided guidance, reassurance, and information on accessing primary care services for anyone who sought our help during this time.

Recognising the heightened demand for assistance, additional clinicians were assigned to staff the State Mental Health Line, ensuring continuous access and support for those in need.

Chris Hay, General Manager of the district's Mental Health Services, said that the community was deeply thankful for the valuable support offered by our clinicians.

"Their presence and aid brought significant comfort and reassurance to those affected, fostering a sense of unity and optimism during a difficult period," said Chris.

"The neon vests worn by our ground teams served as a clear symbol of support. The professionalism and care the teams showed was testament to their commitment and compassion, even in the most challenging of circumstances."



### Creating a safe and inclusive space for LGBTIQ+ staff, consumers and communities



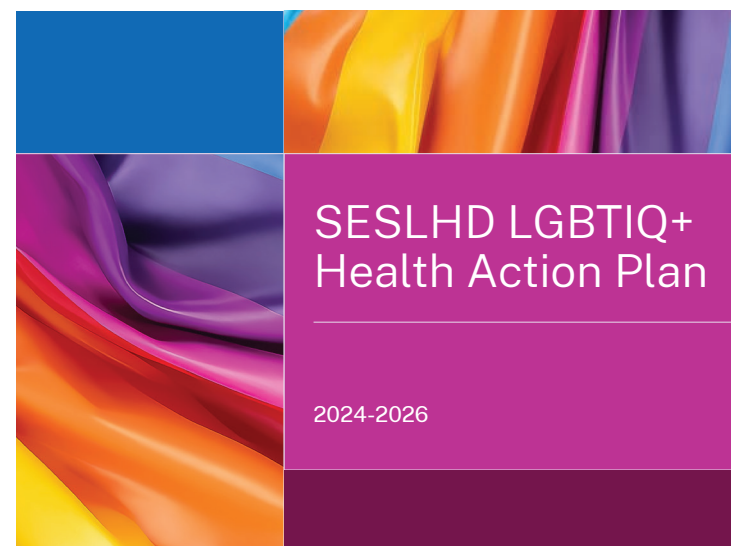
Our *LGBTIQ+ Health Action Plan* was launched in a blaze of rainbow colours to improve health and wellbeing outcomes for the LGBTIQ+ community.

There is a vibrant history of the LGBTIQ+ community in our district. For decades, our services have played a part of that history and we are proud to continue this legacy. In Australia, an estimated 11% of the population identify as part of the LGBTIQ+ community.

The LGBTIQ+ community encounter disproportionately poorer health outcomes and heightened barriers to accessing health care compared to the general population. Poor mental health, psychological distress and harmful substance use are common and associated with exposure to stigma and discrimination at home, in workplaces and education settings.

Our *LGBTIQ+ Health Action Plan* reflects our commitment to providing compassionate and respectful person-centred care; and working alongside our partners to improve health and wellbeing outcomes for the LGBTIQ+ community.

The Plan works alongside our *Diversity, Inclusion and Belonging Strategy 2024-2026* (see page 16) to create an environment where everyone can thrive. Through these strategies we have a significant opportunity to improve our skills and knowledge. They also help us to transform people's lives for the better through considered, respectful and informed health care.







## Re-engaging families in child health checks



**Narrangy-Booris is a free Aboriginal and Torres Strait Islander Child & Family Health Service in Menai.**

Aboriginal Health Workers from the Narrangy-Booris team work closely with the Child & Family Health Nurses to care for families with children from birth to five years of age. The team also includes a speech pathologist, occupational therapist, social worker and access to a developmental paediatrician.

Following disruptions to the service during the COVID-19 pandemic, the team noted a cohort of families with children aged two to four years were not actively engaged with the service. With many children not in preschool or daycare, the Narrangy-Booris team were concerned developmental challenges in this group could be missed, and these children may commence school unprepared or developmentally vulnerable.

To re-engage families, the team initiated a project called 'Two Deadly'. These bimonthly multidisciplinary clinics were run for children aged two and four. The clinics provided comprehensive assessments to identify any developmental concerns to enable early detection and intervention in line with the *First 2000 Days Framework*.

At the end of the first year of the Two Deadly clinics, the proportion of children who had completed all age-appropriate child health checks had increased across both age groups. The majority of families of children attending the two-year clinics were maintaining their engagement with the services.

## Empowering women to engage in preventive health services



**Women from culturally and linguistically diverse (CALD) backgrounds and Aboriginal women often experience significant cultural barriers to discussing women's health issues, particularly with a male GP.**

The Women's Health Program provides in-community health services for women who may find it difficult to access health care to meet their needs. This includes women from CALD backgrounds, Aboriginal women, women living with a disability and women who experience social or economic disadvantage.

There are seven women's health clinics at accessible community sites across the district. These clinics offer culturally responsive health screening and early detection, and warm referrals to mainstream or specialist health and social services for ongoing care and support.

The program also delivers targeted health education through community engagement activities and existing community groups. An example of this is the 30 education sessions held in 2023, promoting cancer screening to more than 300 women through multicultural women's and antenatal groups, Aboriginal Women's Wellbeing events and disability support groups.

By engaging with the community, in the community, the Women's Health Program is empowering women to engage in preventive health screening and improving equity in access to vital women's health services.

## Meet our people

### Sharon Brown

#### Aboriginal Women's Health Coordinator

**Proud Bidjigal and Dharawal woman, Sharon Brown, worked with GPs and Aboriginal and Torres Strait Islander families to improve engagement in child and adult immunisation services for Aboriginal communities across the district.**

Sharon works tirelessly to improve health outcomes for her mob. Over many years, Sharon has established strong relationships with GPs, parents and Aboriginal communities. She is a trusted voice to the community, and has provided evidence-based, culturally appropriate information about immunisation, fostering confidence in the program and in the health system more broadly.

Thanks to Sharon's dedication, in 2023 the district's vaccination coverage for Aboriginal children exceeded the NSW average vaccination rate for Aboriginal children. This significant milestone included 100% of all Aboriginal children aged five years old being fully vaccinated.

Sharon is a respected cultural leader amongst her peers. She is proud and confident in sharing her knowledge and fostering cultural sensitivity in the workplace. In recognition of her significant contribution across the district, Sharon was named 'Staff Member of the Year' at the district's 2024 CORE Awards.





## Transforming fasting before surgery



In an Australian-first, Prince of Wales Hospital and Sydney/Sydney Eye Hospital eased strict fasting for surgery patients.

For more than a century, patients have been asked to fast before heading into surgery, a practice that can be both stressful and uncomfortable. Traditionally, a 'nil by mouth' approach to fasting was taken due to fear of aspiration under anaesthesia.

Often patients would fast for far longer than necessary, as an added precaution or due to delays in their surgery.

The district's project was based on an emerging approach to fasting that originated in Scotland, called *Sip Til Send*. The new approach was developed in response to growing evidence that some fluid intake before surgery is safe.

*Sip Til Send* allows patients to sip approved clear liquids up until the time of being sent to theatre for their surgery.

Studies have shown *Sip Til Send* reduces dehydration and other postoperative complications, and can also help prevent patient anxiety, agitation and stress.

Following the success of the project at Prince of Wales Hospital and Sydney/Sydney Eye Hospital, this new approach to fasting is now being adopted by other hospitals across Australia.

## Improving care for pregnant women experiencing severe nausea and vomiting



It's common for women to experience nausea and vomiting during pregnancy (NVP). In mild and moderate NVP, women are still able to eat and drink.

Hyperemesis gravidarum (HG) is a severe form of nausea and vomiting affecting round 1 in 100 pregnant women. It can lead to dehydration, weight loss, vitamin deficiencies and significant psychological distress.

As NVP and HG typically start in the early weeks of pregnancy, accessing care is often fragmented with some women presenting to hospital emergency departments to receive care.

The maternity team at the Royal Hospital for Women recognised there was an opportunity to improve care for women experiencing NVP and HG, and to reduce presentations to emergency.

The district-wide initiative focussed on developing and streamlining care for women and improving integration between clinical services. The woman-centred new model of care was designed to ensure women experiencing NVP and HG were identified, assessed, and managed consistently and in-line with best practice.

The new model of care aimed to move routine care from the hospital to the home. Training and education resources were provided to multidisciplinary teams of clinicians that care for woman with NVP and HG.

Since implementation of the initiative, the number of women presenting to emergency departments with NVP and HG has declined across the district. Women accessing care through the NVP/HG hospital in the home service have provided positive feedback on the compassionate care they have received and the difference it has made to their pregnancy and general wellbeing.



## Supporting patients and families facing life-limiting illness



In March 2024, a new Supportive and Palliative Care Clinic opened at The Sutherland Hospital to support patients and families facing life-limiting illness such as advanced cancer, heart, respiratory, kidney or neurological diseases including dementia.

Patients referred to the clinic by their GP or specialist, are offered supportive and palliative care at any stage of a life-limiting illness. Care is focussed on a person's physical, emotional, social and spiritual health to enhance their comfort and wellbeing.

The multidisciplinary team works closely with patients' broader medical teams to improve quality of life in advanced illness where cure is no longer possible. Goals for care are aligned to the wishes and values of the patient and their family.

The team endeavour to improve pain and other physical symptoms, attend to psychosocial needs and ensure patients and families have the information they need to help plan for their ongoing care.

Palliative and supportive care services for people living in the community are also available at Prince of Wales Hospital and St George Hospital.

## Reducing the risk of airway incidents in patients at high-risk



Patients with alterations to their airway anatomy, resulting from disease or a past surgery, have an increased risk of serious incidents while in hospital. Clinicians at St George Hospital investigated better ways to flag these patients.

In collaboration with eHealth and clinicians from across the state, the *At-Risk Airway Alert* was developed and piloted at St George Hospital and The Sutherland Hospital.

The *At-Risk Airway Alert* is a simple solution, designed to flag patients with altered airway anatomy, to clinicians in a concise and consistent way on the patient's electronic medical record (eMR). The customisable airway alert helps clinicians manage these complex patients whenever they come into hospital.

Using a traffic light colour system, the alert guides clinicians to know when it is safe to access the airway through the nasal, oral/pharyngeal/laryngeal and/or front of neck routes. It also flags any other important factors that teams need to know when managing these patients.

Since implementation of the alert, both hospitals we have observed improved communication between teams, resulting in enhanced airway safety and improved health outcomes for patients. The alert is being implemented across NSW which will enable a seamless transfer of airway information between health facilities and into the community.

## Meet the team



### Voluntary Assisted Dying team

**Voluntary Assisted Dying (VAD) was legislated as an end-of-life option for residents of NSW in November 2023.**

The district's Voluntary Assisted Dying team led the development and implementation of the service across the district, ensuring readiness to address the needs of the community and to prepare our facilities and staff to support patients requesting this service.

Through extensive collaboration with stakeholders across our hospitals, services and the wider community, the team established a model of care that emphasises compassion and respect in accordance with the legislation. The Voluntary Assisted Dying Liaison Service (VAD-LS) empowers individuals throughout the process through respectful and non-judgmental conversations with staff, patients and families.

Recognising the sensitive nature of end-of-life decisions, the team designed and implemented robust support systems for patients and their families, ensuring compassionate care throughout the process. The team also developed orientation and training modules for our healthcare staff, equipping them with the skills and knowledge necessary to navigate the ethically and emotionally demanding situations with empathy and professionalism.

The efforts of the team reflect remarkable dedication, innovation, and compassion in navigating the complexities of end-of-life care and the VAD process within existing services. By advocating and guiding with sensitivity, the team has ensured the district's VAD-LS provides a dignified and compassionate end-of-life experience for all involved. In recognition of their work, the VAD team were awarded 'Highly Commended' in the category of 'Team of the Year' at the district's CORE Awards in 2024.



## Fostering diversity, inclusion and belonging



Our vision is to create and sustain a workforce that reflects the community we serve, where our people feel valued and connected to each other and the work they do.

In February 2024, we launched the district's inaugural *Diversity, Inclusion and Belonging Strategy* to provide vision and actions to support our teams to thrive.

The strategy is motivated by actions where everyone's diverse talents, experiences and skills can drive innovation and collaboration to deliver the best possible outcomes for our patients and communities. Our aim is to create a greater sense of belonging at work for everyone, so that we can all bring our best and true selves to work. Inclusion does not just benefit under-represented groups, it benefits everyone.

We support initiatives for specific communities and identities, and also understand intersectionality is the cornerstone of diversity. We all have many layers of identity and those intersections need to be respected, catered to, and celebrated equally in our workplaces.

We will continue to expand our understanding of diversity by listening to our people and being informed by the voices of those with lived experience.



## Training the future Aboriginal workforce



South Eastern Sydney Local Health District is committed to providing Aboriginal and Torres Strait Islander young people with opportunities to reach their full learning potential and engage in health care career pathways. We are committed to achieving the 3.43% Aboriginal workforce target by 2031.

The Aboriginal School Based Traineeships program gives high school students practical work experience, skills and a head-start towards a long-term career in NSW Health. Students are given the opportunity to complete a Certificate 3 in a health career pathway while completing their HSC.

During the 2023-24 period, we welcomed nine new trainees into the district's program. Based at Sydney/ Sydney Eye Hospital, Prince of Wales Hospital and The Sutherland Hospital, the students are learning on the job skills to support their future careers in Allied Health and Nursing.

The Sutherland Hospital held the first Immersion Experience for Aboriginal high school students this year, attracting 10 students from across the district. The program is designed to give students considering a career in health care a taste of what it's like to work in a hospital and talk to health professionals about their career and study paths. In 2024/25, the Immersion Experience will be offered at additional sites across the district.





## Nurses 'go bush': rural exchange program



A partnership with Far West Local Health District has given graduate nurses a unique opportunity to experience working in the heart of a metropolitan hospital compared with some of the most remote parts of NSW.

The new rural-metro exchange provides an invaluable experience for newly graduated nurses, giving our district's metro-based graduates the opportunity to broaden their skills and experience.

Likewise, nurses who have worked in the far west gain experience working in a major teaching hospital alongside surgical and medical specialists.

Graduate nurse, Bella, spent her rural placement working in the remote community of Menindee – a town with a population of just 550 people.

Menindee Health Service provides on-call emergency and a range of primary health care and outpatient services for people within a 100km radius of the town.

Bella said the experience she gained during the exchange has been invaluable.

“Nurses working out there need to learn everything, including working as a first responder – I was trained in driving an ambulance and responding first on the scene while on the phone to the Royal Flying Doctor Service – things you wouldn't normally learn as a nurse in the city.”  
“It has fast-tracked my skills, giving me the opportunity to work in many different areas of nursing.”

## Developing our leaders



We're dedicated to fostering the growth and career development of our teams. The results from the People Matter Employee Survey in 2023 indicated that managers and leaders across the district wanted more opportunities to develop their leadership capabilities.

Over the last 12 months, the People and Culture and Nursing and Midwifery Education teams have established four key leadership programs targeted at new and emerging managers, middle managers and senior leaders:

- Manager Fundamentals
- Effective Leadership
- Lead, Empower, Thrive
- Leading with Impact.

These programs have enhanced the core management knowledge and skills of our frontline staff and emerging leaders. For middle managers and senior leaders these programs have provided an opportunity to fine-tune capabilities and work more collaboratively to influence and impact strategic outcomes.

These ongoing investments support our leaders to feel capable and confident in fulfilling their roles and building their careers in the district.

## Meet the team



### Allied Health team fosters psychological safety

**The district's Allied Health Unit is committed to promoting a culture where staff flourish, wellbeing matters, and there is open communication and safety to speak up. To support this, the unit ran a psychological safety workshop for leaders in November 2023.**

Psychological safety is a shared belief held by members of a team that it's okay to take risks, express ideas and concerns, ask questions, and admit mistakes – without fear of negative consequences. Feeling valued, appreciated and fulfilled at work helps staff to thrive and is essential to the delivery of compassionate and high-quality care.

Through the workshop, Allied Health leaders deepened their understanding of ways they can support psychological safety within their teams. By building these capabilities across the leadership team, the Allied Health Unit is fostering a culture whereby staff feel safe to take risk and share ideas which are necessary to unlock innovation and ultimately improve patient safety and quality of care.



## World-leading fertility programs deliver Australian-first babies



**The Royal Hospital for Women welcomed some very special babies during 2023-24.**

Baby Henry Bryant was the first baby in Australia to be born following a uterine transplant, as part of a groundbreaking research trial at the Royal Hospital for Women. Henry arrived in December 2023, weighing a healthy 2.9kg. The highly specialised birth was overseen by Dr Antonia Shand, Dr Sarah Lyons and midwives from the hospital's Maternal Fetal Medicine department.

Henry's mother, Kirsty, had an emergency hysterectomy in 2021 after suffering a major haemorrhage following the birth of her first child Violet. Kirsty's mother Michelle, 53, donated her uterus so Kirsty could carry another child. Following fertility treatment, Kirsty fell pregnant with Henry just three months later.

A baby conceived via a new clinical procedure to treat infertility was also welcomed at the Royal Hospital for Women in another Australian first.

Leanna and Theo Loutas struggled for two years to fall pregnant, trying various treatment methods, including a round of In vitro fertilisation (IVF).

Then Leanna was offered the Australian first fertility treatment, Capacitation in-vitro maturation (CAPA IVM). The treatment involves retrieving the mother's eggs at an immature stage and bringing them to maturity in cell culture, eliminating the need for two weeks of hormone treatment.

CAPA IVM costs about half the price of traditional IVF. The Royal Hospital for Women is one of only six locations in the world to offer CAPA-IVM.

## New Operating Theatre Complex opened at The Sutherland Hospital



**The new Operating Theatre Complex at The Sutherland Hospital was officially opened by the Minister for Health, the Honourable Ryan Park MP, in February 2024. The complex is delivering contemporary health care for the growing Sutherland Shire and surrounding communities.**

The project significantly expands The Sutherland Hospital's capacity to meet surgical care needs and is a combination of new build and refurbishment, with eight new operating theatres, two procedure rooms and a new surgical short stay unit.

These improvements have already started making a positive difference to patients, with the new operating theatres, post-anaesthesia care unit, and surgical short stay unit opened to patients last month.

Along with the new operating theatre complex, a new MRI service has been established, reducing the need to transfer up to 800 inpatients each year for scans.



## Breaking ground in the St George Redevelopment



The St George Hospital Stage 3 Redevelopment will provide staff, patients and carers with a first-class facility, designed to meet the health needs of our community, now and into the future.

The new building, referred to as The Kensington Street Building, will bring together a range of day only, ambulatory and outpatient services that are currently being delivered from a number of locations around the hospital campus.

During 2023-24, 13 priority works packages were executed, enhancing the campus with expansions, relocations, and upgrades. This included eight operating theatres, four procedure rooms, new nuclear medicine and MRI facilities. A total of \$15 million in major medical equipment was also delivered, bolstering healthcare infrastructure and services.

An additional 151 car spaces across two basement levels will also be created on site. Stage 3 of the St George Hospital Redevelopment is due for completion late in 2026.

In another groundbreaking milestone, the state's first CT Angiography machine was installed in the new operating theatre precinct. This technology significantly improves haemorrhage control in critical trauma cases, advancing patient care and outcomes.

## Delivering environmentally sustainable care



Environmental sustainability is central to good health. Transitioning to modern, low-carbon health care has benefits for the world we live in, our patients and ourselves. Hospitals have been identified both federally and by the NSW government, as a focus for cutting emissions.

We recognise the benefits of an environmentally sustainable health care system and are working to improve the district's performance.

In late 2023, the district launched a new *Environmental Sustainability Plan 2023-25*. The plan embeds environmental sustainability considerations into the way we deliver care, the resources we use and the infrastructure we deliver it in.

The plan creates a strong foundation with actions our staff, patients and the broader community can be involved in and contribute to. It encompasses improvements to our infrastructure, delivery of services and resource efficiency across three foundation areas: Sustainable Clinical Services, Resource Efficiency, and Resilient Facilities.

A *Future EV 2030 Strategy* was also launched, providing a roadmap for transitioning our passenger fleet to electric vehicles (EV). Two EVs and a charger have been embedded in community nursing teams as part of a pilot to inform the wider rollout.

## Meet our people

### Karlee Mueller

Clinical Nurse Consultant,  
Prince of Wales Hospital

Across Prince of Wales Hospital, Karlee Mueller is a champion for quality improvement and safe patient care. Karlee is passionate about empowering staff to lead improvement work and build their knowledge and awareness of risk management and person-centred care; with a focus on innovation, collaboration and co-design.

Karlee has fostered a culture of patient safety and improved quality of care in the comprehensive care space at Prince of Wales Hospital. She has led several multidisciplinary projects with measurable improvements in the areas of falls and delirium prevention and assessment, and better care and prevention of pressure injuries.

Karlee's focus on collaboration and co-design with ward staff ensures an empowered, ground up approach to improvements in patient safety and the development of positive workplace cultures.

Karlee's impact in the areas of practice improvement, evidence-based care and her positive growth mindset saw her recognised as a 'Rising Star' at the district's CORE Awards in 2024.





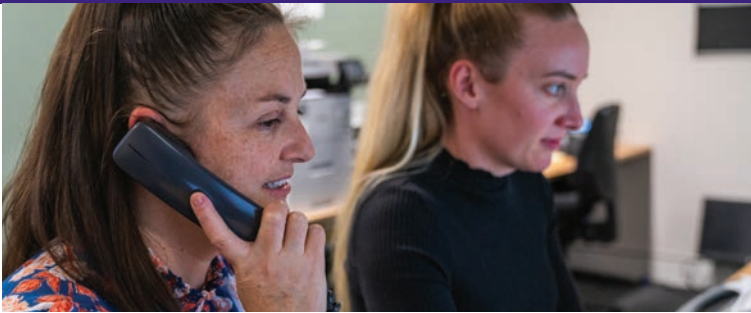
# Thank you to our unsung heroes

A passion to give back

The beating heart of our hospitals

## Meet our people

Cindy Oxley  
Ward Clerk,  
Prince of Wales Hospital



Cindy Oxley has been a Ward Clerk in the Haematology/Oncology, Palliative Care and Radiation Oncology Ward at Prince of Wales Hospital for nine years. She was inspired to take the role on after experiencing the kind and compassionate care her mother received at the end of her life.

Cindy is passionate about her work and driven by the patients and families she supports every day. Cindy builds connections with patients, carers and family members to find ways to help lift their spirits during difficult times. She plays close attention to how the carers of her patients are coping, making sure they are looking after themselves as well as their loved ones.

Cindy’s colleagues and patients share many stories of her acts of kindness. From buying Easter eggs for a patients’ children, to composing wedding speeches, Cindy goes above and beyond to support everyone who comes through the ward. Some days it’s just as simple as helping a lost visitor find their way to an appointment, on other days she may be holding the hand of a patient in a time of need.

When Cindy arrives at work each day, she asks her mum to “take me where I’m needed or bring them to me”.



**Our volunteers play an enormous role in supporting our teams to provide exceptional care for patients.**

Without fanfare, hundreds of volunteers give their time to provide a range of services for our patients, visitors and staff. From helping visitors with directions, to cuddling newborn babies, and assisting at fundraising events.

Thank you to all the wonderful volunteers who have supported us throughout the year. Your generosity and passion are unparalleled, and truly appreciated. Our hospital foundations are a crucial source of funding for our sites and services. The revenue raised helps to fund new research, equipment, services and more. Thank you for inspiring the community to give back.

**Across our district, thousands of support staff make sure our hospitals run smoothly and efficiently behind the scenes.**

Security officers, administration professionals, wards clerks, cleaners, and kitchen staff are the beating heart that keep our hospitals going.

Each and every day, these incredible staff bring warmth and expertise to their roles, fostering a welcoming and safe atmosphere for staff, patients and visitors. Your dedication does not go unnoticed. Thank you for everything you do.



