



RANDWICK HEALTH &  
INNOVATION PRECINCT

The future of lifelong health

# 2021 YEAR IN REVIEW





### OUR VISION

To be a transformative and collaborative place of excellence solving global challenges to enhance and nurture lifelong health.

### OUR PURPOSE

In partnership, leverage our scale, diversity and expertise to influence and impact positive health outcomes.

### OUR STRENGTH

Our collaborations supported by the physical location of a globally recognised G08 University alongside children's, women's and adult hospitals and major medical research institutes.



October 2021

## ACKNOWLEDGEMENT OF COUNTRY

The Randwick Health & Innovation Precinct partners acknowledge the Traditional Custodians on whose land the Precinct stands and pay respect to the Bidjigal and Gadigal peoples who traditionally occupied the Eastern Suburbs Coast. The Precinct pays respect to their continued and unbroken connection to the land, sea and community; and to Elders past and present.

## INTRODUCTION

“We must acknowledge the impact of COVID-19 in 2021. While we were optimistic at the start of the year, COVID-19 continued to cause disruption and uncertainty. As a Precinct community, we reprioritised. We rightly shifted our focus away from business as usual, rolled our sleeves up and helped NSW Health’s efforts to combat the virus. Many of our Precinct team were redeployed and working groups slowed or were placed on hold in order to realign our priorities, with the view that we will reset in January 2022. Given the establishment of the Randwick Health & Innovation Precinct (RHIP) team, we also took the opportunity to introduce key foundational enabling elements.”

Brooke Griffin, Executive Director,  
Randwick Health & Innovation Precinct





## OUR PANDEMIC RESPONSE

Our clinicians supported the surge of COVID-19 patients on hospital wards. Our researchers investigated and advanced understanding of RNA technology and our labs grew COVID-19 cells. Our educators supported students online. Our staff and students worked in vaccination hubs and remote monitoring teams. Our experts provided public health commentary nationally and internationally. The strength of the relationships between the Precinct partners has never been more evident, materialised in aiding our response, building trust and providing platforms and new ways of working for the Precinct to leverage, share and expand.

### Sydney Children's Hospital Network:

Staff at Sydney Children's Hospital Network (SCHN) worked around the clock to keep our kids safe, with the impact of COVID-19 felt by our children too. Thousands of COVID-19 positive children received specialist care in the comfort of their own home, under SCHN's first dedicated virtual care program, virtualKIDS. This collaborative service provided healthcare, virtually and in person, to children who tested positive for COVID-19 but were well enough to be cared for at home.

Staffed by a multidisciplinary team including medical staff, social workers, dietitians, infectious disease specialists, and child life and music therapists, virtualKIDS provided the highest level of support and care to children and their families from across the state.

SCHN worked tirelessly alongside NSW Health, Local Health Districts and other government and non-government agencies to ensure safe, consistent and best practice care was delivered to children at the right time, in the right place.



The Sydney children's Hospitals Network

### South Eastern Sydney Local Health District:

South Eastern Sydney Local Health District's (SESLHD) role in responding to the pandemic has seen staff rising to unprecedented challenges to protect our community. Planning was imperative with hospitals regularly reviewing their pandemic plans, using internally-produced COVID-19 modelling to forecast hospital capacity, and providing training opportunities for new models of care and clinicians moving outside of their specialties to support the critical care response.

Frontline staff provided exceptional care to COVID-19 inpatients, while thousands of patients were cared for in the community through the COVID-19 Community Management Centre hosted by Prince of Wales Hospital (POWH) on behalf of the District, and the Hospital in the Home Programs at POWH, St George and Sutherland Hospitals. Facilities across the District rose to the challenge with clinical teams and support staff working tirelessly to meet the increase in demand on our services, including emergency departments, contact tracing, COVID-19 testing and vaccination clinics.

SESLHD contributed significantly towards the state's vaccine rollout, from frontline staff being among the first in Australia to receive the long-awaited vaccine in February, to coordinating a vaccine sprint from June. SESLHD's vaccination campaign saw District and support staff released to vaccination clinics in a 'call to arms'. A particular focus was on providing access to our vulnerable communities through mobile and pop-up hubs, including dedicated clinics for Aboriginal communities.

2021 saw the continued development of new ways of working, such as the rapid expansion of sophisticated telehealth and virtual care services, which have become embedded in our models of care. Remote monitoring for COVID-19 patients in their homes highlighted just one of the remarkable changes in how access to care can be provided and delivered into the future.



### UNSW Sydney:

The UNSW community's response to the COVID-19 pandemic has been remarkable.

Academics once again adapted their courses to be fully online. Through their commitment, they supported students both locally as well as those who were stuck overseas.

Researchers and thought-leaders lent their expertise as trusted sources of factual information and insight. They informed policy and expert commentary on wide-ranging topics including social impact, law, economics and public health. Over 260 researchers worked on over 200 multidisciplinary projects relevant to COVID-19.

Our students and professional staff showed their resilience, creativity and ingenuity. Together our community helped those who needed it through philanthropy and wellbeing support. In one example, UNSW's clinical schools organised to provide frontline medical support for COVID-19.

Universities exist to address health challenges like COVID-19. Our pandemic response exemplified the impact of translational research. Extraordinary times called for extraordinary responses. Through our RHIP partnerships, we will continue to support the fight against COVID-19 and the other pressing health challenges facing our community.







## OVERALL ACHIEVEMENTS

The RHIP continued to drive innovation and execute on our strategy, reaffirming our partnership, progressing our education and research initiatives and launching our implementation plan.

In 2021, our overall achievement as a Precinct team is exemplified through our formal collaboration agreement signed in December 2021 and the RHIPs work to operationalise our strategy, which will provide the road map for our success in the coming years.

More impactfully, our many achievements are seen daily through our partnership and relationships with each other. By working together and sharing our stories with the wider community, we show how we are making a difference. As a Precinct team, we are still maturing but can already see the acceleration of our impact towards becoming a transformative and collaborative place of excellence, solving the global challenges to enhance and nurture life-long health.

### Here are a few real-life examples that showcase our impact:

- Large scale government investment announced for RNA research and commercialisation
- Research collaborations in cancer and fertility mean cancer survivors will preserve their chance to have children
- Simplified engagement with our industry partners so we can boost our capability to develop relevant commercial products with a clearly defined pathway to market
- UNSW students redesigned Prince of Wales Hospital Intensive Care Unit equipment towers
- Gene therapy gave families hope for babies with spinal muscular atrophy
- Funding supported a more inclusive genomic healthcare approach for people with intellectual disability
- We were flexible and adapting to COVID-19 challenges: developing an app to monitor COVID-19 patients at home in real time
- The coming together of RHIPs first student and early-career reference group, made up of diverse young people who are contributing to the redevelopment projects and beyond by offering design and place-making recommendations
- Hundreds of clinicians, researchers, corporate services and support staff, as well as over 1,500 patients and families have been involved since 2020, in planning and design of the Sydney Children's Hospital Stage 1 and Children's Comprehensive Cancer Centre.



# ACHIEVEMENTS FROM THE YEAR GONE AND KEY PRIORITIES FOR 2022

This is not a comprehensive list but rather a snapshot featuring some of the highlights and successes from 2021, with a look ahead to what's in store for the Precinct in 2022

## STRATEGIC

### 2021 Achievements:

- Launched the RHIP Economic Impact Analysis Report, providing a clear understanding of our current and future economic value
- Signed the RHIP Collaboration Agreement – in light of our maturity, a recommitment to our partnership to deliver better health outcomes and patient care
- Agreed Health Science Alliance Term Sheet, enabling key services to ensure operational effectiveness and efficiency
- Conducted an in-depth Governance Review, providing continual refinement to ensure inclusivity, transparency & clear decision making
- Developed the Randwick Interprofessional Education Model (RIPE), enabling students to deliver healthcare to patients in a collaborative team, moving away from siloed, fragmented patient care
- Developed a brand and reputation strategy that articulates the power of the Precinct and our point of difference
- Designed a health-tech pre-accelerator model with funding strategy
- Created and launched an Interim Industry Prospectus, presenting a snapshot of the expertise, infrastructure and services RHIP can provide
- Updated the RHIP Industry Marketing Strategy through Investment NSW

### Focus for 2022:

- Develop Precinct Partnership Program, securing local, regional and international Precinct partnerships and project opportunities
- Deliver the RHIP health-tech pre-accelerator and secure funding
- Launch Randwick Health Innovation Network, publish the full Industry Prospectus and integrate into RHIP website
- Integrate RHIP capabilities and innovation opportunities in NSW Health Infrastructure Industry Prospectus
- Complete and deploy the Precinct First Nations Collaboration Framework
- Develop and deploy Precinct Sustainability Principles and Strategy, identifying sustainability projects and secure funding/partnerships
- Execute the Arts & Culture Strategy and Creative Place Making Program, secure partnerships and additional funding
- Establish the RIPE Model, including education resource mapping and framework to ensure upward linkages identified with early, primary, secondary and TAFE
- Launch Precinct Leadership Development Program, articulate the Precinct People Value Proposition and establish Precinct Diversity and Inclusion guidelines, promoting a culture of inclusivity
- Work with Randwick City Council and other Collaboration Area Group members to explore mutually beneficial opportunities including Arts & Culture Programs, greater accommodation, affordable housing, 24/7 place activation and sustainability targets
- Develop a Precinct vision for Virtual Health
- Develop and agree Precinct External Naming Rights with Joint Case for Support realised
- Develop Precinct Greening Infrastructure Strategy
- Continue to explore bringing opportunities between our identified Translational Research Strengths with internal and external opportunities

## ENGAGEMENT

### 2021 Achievements:

- Deepened relationships across the board with other Health and Innovation Precincts, government agencies and key community and Industry partners, including Randwick City Council, Business Chambers, Randwick Collaboration Area Group, NIDA, primary and secondary education providers and TAFE
- Formed the RHIP Student and Early Career Reference Group, which includes a diverse cohort of students from across all faculties advising on both Precinct and redevelopment initiatives
- Wide engagement across UNSW's Faculties to explore how we can leverage opportunities across the Precinct
- Significant increased engagement with and from Precinct collaborators including Health Science Alliance, UTS and Medical Research Institutes, adding to rich tapestry of partners

### Focus for 2022:

- Launch the RHIP website as a platform for greater digital connection and brand awareness
- Activate and promote Government Relations program
- Plan and deliver on the Precinct Donor Recognition Project
- Incorporate youth perspective through the Student and Early Career Reference Group
- Develop an RHIP Thought Leadership Program to increase our profile, ensure stickiness and support new partnerships, as part of a broader Precinct Engagement Program
- Strengthen the connection between people and place through the Precinct's Arts & Culture Strategy
- Participate in Festival of Medicine and Health
- Opportunities for further linkage with TAFE across a number of operational dimensions
- Deliver major events i.e. Business Chamber events, the Health & UNSW Big Ideas Forum
- Introduction of RHIP Recognition Awards

## OPERATIONAL

### 2021 Achievements:

- Secured founding and collaborative partner investment, ensuring execution of the Precinct Strategy
- Implemented a COVID-19 response and mobilisation of partners
- Established project and financial reporting process and systems
- Established a 2 year Precinct-wide Operational Plan
- Established recruitment principles and processes, finalised recruitment of dedicated Precinct resources
- Established industry partnership selection guidance and engagement procedure

### Focus for 2022:

- Finalise RHIP & Health Services Alliance Service Agreement
- Identify and deploy systems and process alignment initiatives, resulting in increased efficiency and effectiveness for all users e.g. date linkage projects and processes and Biobanking Plan finalised and delivered
- Review and support operational re-prioritisation of working groups and update Precinct operational plan
- Introduce evidence based metrics and tools at a Precinct level to track engagement and satisfaction
- Introduce Virtual Health evaluation framework for the co-design for virtual health models of care across Precinct partners
- Review, assess and optimise/redesign Precinct-relevant clinical models of care and services, exploring the shared services physical space and optimising Precinct integrated pathways for consumers
- Identify funding partners and sources to support strategy execution
- Industry Strategic Partnership Agreement mechanism and template documents
- Establish collaborative research framework with IP management clauses aligning with NSW Health IP Policy

## REDEVELOPMENT

### 2021 Achievements:

- Topping out of the Prince of Wales Hospital Acute Services Building in March 2021. The milestone was marked by the planting of a tree as is custom, with onsite event attendance by the Premier and Minister for Health and Medical Research
- Sydney Children's Hospital (SCH) Stage 1 and Children's Comprehensive Cancer Centre (CCCC) and UNSW Health Translation Hub planning applications were lodged with the Department of Planning, Industry and Environment and the Environmental Impact Statements went on public exhibition in May 2021
- \$50 million additional funding for the Neurosciences Comprehensive Care and Research Centre (NCCRC) in June 2021. The NCCRC will be delivered as part of the SCH1 and CCCC
- Detailed design phase completed for SCH1 / CCCC including significant engagement with children, patients, families, staff, researchers, students and community members who have shared their lived experience and priorities to inform how the design can meet the needs of all users.
- SCH1 / CCCC Final Business Case lodged
- SCH1 / CCCC early and main works RFTs issued to market
- Finalised an Integrated Precinct Transport Plan to strengthen connectivity and access to and from the Precinct

### Focus for 2022:

- State Significant Development planning approval anticipated in early 2022
- Industry co-locations, Legal Mechanisms, Physical Spaces
- Anticipated award of early works and main works contracts and commencement of activities on site
- Arts, Play and Discovery roll-out for SCH1 / CCCC
- Landscaping and streetscape improvements, including Botany St intersection upgrade, Magill St upgrade and new footpaths and shared paths
- Community and staff engagement in support of commissioning of Prince of Wales Hospital Acute Services Building (ASB)
- Comprehensive Change and Commissioning Program rollout for the ASB



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