
Sydney Local Health District

Seventy First Meeting of the Board

Date: Monday 20 November 2017
Time: 9.00am
Venue: SLHD Boardroom
Chair: The Hon. Ron Phillips, Chair AO

1. Present and apologies

The Hon. Ron Phillips, Chair AO
Ms Victoria Weekes, Member
Professor Paul Torzillo AM, Member
Ms Frances O'Brien, Member
Ms Joanna Khoo, Member
A/Professor Christine Giles, Member
Ms Ronwyn North, Member
Dr Mary Haines, Member
Mr David McLean, Member
Dr Barry Catchlove, AM, Board Member
Ms Susan Anderson, Member
Dr Teresa Anderson, Chief Executive

Apologies

Dr Thomas Karplus, Member

In attendance

A/Professor Catherine O'Connor, Chair, Medical Staff Executive Council
Ms Lou-Anne Blunden, Director Clinical Services Integration, SLHD (9.00am -10.50am)
Ms Lainie Anderson, GHMP Trainee (9.00am -10.15am)
Ms Nerida Bransby, Secretariat

2. Welcome and introductions

The Chair welcomed members to the seventy first meeting of the Sydney Local Health District (SLHD) Board.

3. Declaration / Removal of conflicts of interest

The Chair advised to declare / remove any conflicts of interest at this meeting.

There were no new conflicts of interest to declare or to be added to the Register.

4. Confirmation of previous minutes

4.1 Minutes – 23 October 2017

The minutes of the Board meeting held on Monday 23 October 2017 were moved and seconded.

The Chair then signed the minutes.

4.2 CE Report – October 2017

The Chair declared that the CE Report for October 2017 was ready for publication

5. Matters arising from the previous minutes

5.1 Action sheet

The Board received and discussed the outstanding ‘in progress’ agenda items on the action sheet including:

- Meetings with CEs/Board Chairs of Lifehouse and the District are to be set for 2018.
- A Board member to sit on the SLHD ICT Governance Committee is to be included in the Committee re-structure.
- The date for the Aboriginal Health Strategic Plan launch is still being negotiated.
- The Dates for meetings in 2018 has been circulated. This agenda item can be removed from the action list.
- The date for the workshop is set for Friday 24 November from 9.00am – 12.00pm. This agenda item can be removed from the action list.
- CRGH ESC Redevelopment minutes are now provided to the Board. This agenda item can be removed from the action list.
- Dr Anderson advised the Board of a private developer approaching residences in the Concord Hospital area. A copy of the correspondence is to be forwarded to the Board.
- A presentation on the Concord Hospital redevelopment is to be provided to the Board.

5.2 Brief – Organ Donation

The Board received, read and noted the Brief on Organ Donation. A “lessons learnt” paper will be provided to the Board at the February 2018 meeting.

6. Patient Story

Dr Anderson provided a verbal report on a patient who was very appreciative of the treatment that was received from the Drug and Alcohol Service.

7. Standing Items

7.1 Acronyms List

The Board received and noted the revised Acronyms List.

7.2 Financial Classification Codes

The Board received and noted the Financial Classification Codes List.

7.3 Board Calendar 2017

The Board received and noted the Board Calendar for 2017.

8. Chairman's Report

This agenda item was discussed at item 6.

9. Chief Executive's report

The Board received and discussed the Chief Executive's Report including:

- The District continues to be at Performance Level zero.
- Balmain Hospital and RPA completed their accreditation against the National Standards in October 2017 with no recommendations for each Hospital. A letter of congratulations to be forwarded to each facility from the Board Chair.
- There were 13,979 attendances in the Emergency Department for September 2017 which is an 8.31% increase on the amount of attendances compared to September 2016.
- In September 2017 there were 3,459 ambulance arrivals to our Emergency Departments, representing a 4.47% increase on the 3,311 arrivals in September 2016.
- SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery. Performance is at 100% for September 2017 in all categories which is consistent with the result achieved in September 2016.
- Professor Torzillo provided a case study on the Extra Corporeal Membrane Oxygen (ECMO) treatment. The retrieval team consists of a Cardiothoracic Anaesthetist, Perfusionist and a Registrar to retrieve patients that are young, acutely unwell and unable to travel. The team travels to the patient, apply the treatment and escort the patient back to ICU at RPAH. The outcome for these patients is very positive.
- It is anticipated that winter next year will be more challenging than this year. Planning is underway including promoting staff vaccinations, building capacity for the District Nursing service, additional beds and support for Canterbury Hospital.
- For the month of September, SLHD had 19.92% of its patients as private inpatients. While Concord had a small drop to 21.49%, RPAH had its second month in a row above 22% completing the month at 22.08%. The Board discussed ways and agreed to have an out of session communication committee meeting to discuss strategies to congratulate staff.
- The District organisation structure is being reviewed and updated. All personal in acting positions are required to complete a "Learning Plan".
- The next Pitch is to be held on 24 November 2017.
- All capital works projects are progressing well.

- Approval has been received for Sydney Dental and Canterbury Hospitals to proceed in the Energy Efficiency Program.
- For September 2017, SLHD General Fund Expenditure was \$2.076M (1.53%) unfavourable to budget, YTD September 2017 GF Expenditure was \$4.902M (1.15%) unfavourable to budget. This increase in expenditure is due to the significant increase in patient activity over this period.
- Despite the pressure on the District expenditure, the District had nil creditors over 45 days as at 30 September 2017.
- The Strategic Plan 2018 - 2022 will be provided to the Board at the December 2017 meeting.
- The District was successful in receiving a commendation in the Prime Minister's Awards and a winner in the Premier's Awards.
- Feedback on the Equity banners has been very positive.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – September 2017

The Board received, read and noted the SLHD Board Reporting Pack for September 2017.

9.1.2 Performance Indicators – September 2017

- (i) Selected Performance Indicators
The Board noted this report was not available.
- (ii) Peak Activity Team
The Board noted this report was not available.

9.1.3 HealthPathways Dashboard Report – September 2017

The Board received, read and noted this report.

9.2 Project updates

9.2.1 Lifehouse

The Board received, read and noted this report.

9.2.2 Macquarie International Private Hospital

The Board received, read and noted this report.

9.3 Capital Works Report

The Board received, read and noted the Capital Works report.

9.4 Clinical Governance Report

The Board noted the Clinical Governance report for the period August – October 2017 is due in December 2017.

9.5 Audit and Risk Committee Report due February 2018

The Board noted this report is due in February 2018 for the period October 2017 - December 2017.

9.6 Facility Reports – September 2017

(i) Balmain Hospital

The Board received, read and noted the Balmain Hospital facility report.

(ii) Canterbury Hospital

The Board received, read and noted the Canterbury Hospital facility report.

(iii) Community Health

The Board received, read and noted the Community Health report. The Board discussed the safety of staff when doing home visits including: risk assessments are undertaken prior to visits, two staff are always present and an “alert” can be placed in the eMR.

(iv) Concord Hospital

The Board received, read and noted the Concord Hospital facility report.

(v) Drug Health Services

The Board received, read and noted the Drug Health report.

(vi) Mental Health Services

The Board received, read and noted the Mental Health Services report.

(vii) Royal Prince Alfred Hospital

The Board received, read and noted the Royal Prince Alfred Hospital facility report.

(viii) Oral Health Services and Sydney Dental Hospital

The Board received, read and noted the Oral Health Services and Sydney Dental Hospital facility report.

(ix) Tresillian

The Board received, read and noted the Tresillian report.

(x) Lifehouse

The Board received, read and noted the Lifehouse report.

(xi) Population Health

The Board received, read and noted the Population Health report.

(xii) Croydon/Marrickville/Redfern Health Centres

The Board received, read and noted the report for Croydon/Marrickville/Redfern Health Centres.

(xiii) Organ Donation for Transplant

The Board received read and noted the quarterly report for July 2017 - September 2017.

10. Matters for approval / resolution

10.1 Schedule of Board and Board Sub-Committees Meetings 2018

The Board approved the schedule of meetings for 2018.

10.2 Board Calendar 2018

The Board approved the schedule for the Board Calendar for 2018.

10.3 SLHD 2016-2017 Safety and Quality Account

The Board received and noted this document. The Board recommended the inclusion of “numbers” under the heading of Qualifications / Units of Competency Offered prior to submission to the MoH.

11. Board Committee reports / minutes

11.1 Finance, Risk and Performance Management Committee

The Board received, read and noted the minutes of the meeting held 23 October 2017.

11.2 Education and Research Committee

The Board noted the next meeting is to be held on 20 November 2017.

11.3 Communications Committee

The Board received, read and noted the minutes of the meeting held on 23 October 2017.

11.4 Audit and Risk Committee

The Board noted the next meeting is to be held on 22 November 2017.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 25 October 2017.

11.6 Health Care – Clinical Council

The Board received, read and noted the minutes of the meeting held on 25 October 2017.

11.7 Medical Staff Executive Council

The Board noted the meeting was held on 11 November 2017.

11.8 Patient and Family Centred Care Steering Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 4 October 2017.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 11 October 2017.

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 11 October 2017.

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board received, read and noted the minutes of the meeting held on 16 October 2017.

12.4 Surgical Demand Committee (bi-monthly)

The Board noted the meeting to be held on 18 October 2017 was cancelled.

12.5 Revenue Enhancement Development Committee

The Board received, read and noted the minutes of the meeting held 25 October 2017.

12.6 NSW Health / SLHD Performance Review Meeting

The Board noted the minutes of the meeting held on 23 August 2017 were not available.

12.7 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 26 September 2017.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 9 October 2017.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is to be held on 21 November 2017.

12.10 Sydney Healthy and Active Living Steering Committee

The Board received, read and noted the minutes of the meeting held on 23 October 2017.

12.11 Concord Hospital Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held in September 2017 and October 2017.

13. Matters for noting

13.1 SLHD Community Health Survey

The Board received and noted this report. A letter of congratulations to be forwarded to the General Manager from the Board Chair.

13.2 Smoke Free Compliance

- The Board discussed the introduction of a by-law and the trial of uniformed compliance officers patrolling main entrances and ED department entrances over the next six to nine months. One designated smoking area will be available. The Board sought advice re the issuing of a caution, offering a “quit” program and the reimbursement of the fine on taking steps to quit such as making an enquiry about or joining a Quit program. Further information will be provided.

13.3 Healthy Families Healthy Children Sustained Health Home Visiting Program – Progress Report

The Board received, read and noted this correspondence.

14. Other Business

14.1 District Executive attending Board Meetings

Dr Anderson advised the Board that a District Executive will each attend a Board Meeting and present on their current portfolio in 2018.

14.2 Next Meeting

Following discussions, the Board agreed to have the next meeting on Monday 11 December 2017 at 10.00am after the FRAPM Committee meeting.

15. Next Meeting

The next meeting is to be held on Monday 11 December 2017 at 10.00am.

The meeting closed at 11.10am.



Chair

11/12/17

Date

Chief Executive's Report to the Finance, Risk and Performance Management Committee and the **SLHD Board November 2017.**

PERFORMANCE

The District remains at Performance level 0.

Safety and Quality

Mental Health Readmissions within 28 days were over target (<13%) for the Month of July 2017 at 15.1%. Despite the significant increase in activity in mental health, this is a 1.1% improvement on performance in June 2017 and a 2.2% improvement in performance compared to the same time last year.

The District remains under the benchmark (2.0 /10,000 bed days) for Staphylococcus Aureas Bloodstream Infections with a YTD result of 1.2 for 2017. There were no Central Line Associated Bloodstream (CLAB) infections during August 2017.

The District has continued to have no incorrect procedures resulting in death or major loss of function.

Balmain Hospital and RPA completed their accreditation against the National Standards in October 2017 with no recommendations for either organisation. This is a remarkable result and congratulations go to all staff of both Hospitals.

Workforce

Despite the significant increase in activity during September, the District has continued to manage its workforce requirements well. There was a decrease of 0.14% in the proportion of premium Medical staff for the month compared to the same time last year with a result of 8.84%. There was also a decreased by 0.28% proportion of premium allied health staff with a result of 1.74%. However, there was an increase of 2.74% in the proportion of premium nursing staff compared to the same time last year with a result of 11.75%. This directly relates to the increase occupancy of inpatients and the acuity of the inpatients.

Activity

Despite the significant increase in Emergency Department attendances, there was only a 0.77% increase in separations for September 2017. There were 14,605 separations in September 2017. Year to Date there has been a decrease of 0.16% separations in the Sydney Local Health District. This is due to the excellent work that has occurred across the District in managing patients within Hospital in the Home, ambulatory care services and Sydney District Nursing. Every day, SDN is managing over 1,000 patients in their homes who would otherwise be in hospital. Without the investments made by the District in these services, the District would have had significant difficulty in managing the demands of this winter.

The increase in acuity of the patients being admitted to hospital over this period is reflected in the occupancy levels experienced during this period. The District occupancy rate for September 2017 increased by 5.82% to 95.37% compared to the same time last year. In particular, the ICU at RPA has experienced a significant increase in activity, with the largest number of patients in ICU on ECMO since the 2009 H1N1 pandemic. The Head of Department of the ICU is preparing a report on this for the Board.

Emergency Treatment Performance

There were 13,979 attendances in the Emergency Department for September 2017 which is an 8.31% increase on the amount of attendances compared to September 2016.

The Emergency Treatment Performance (ETP) performance for the District during the month of September 2017 was 65.63% equating to 9,174 patients being admitted, referred or discharged within 4 hours of presentation. This result falls short of the District target for ETP of 81% and is a decrease in performance of 7.14% compared to the result obtained in September 2016 of 72.76%.

Transfer of Care

In September 2017 there were 3,459 ambulance arrivals to our Emergency Departments, representing a 4.47% increase on the 3,311 arrivals in September 2016.

Despite this, SLHD achieved 89.4% Transfer of Care for the month of September and 91% Year to Date against a target of 90%. The District is continuing to work closely with NSW Ambulance to meet transfer of care requirements, despite an increase in the number of patients presenting to SLHD Emergency Departments for September 2017 compared to September 2016.

Triage performance:

There were 1,072 more presentations to our Emergency Departments in comparison to the same period in the previous year, representing an increase of 8.3%.

The complexity of the presentations also increased:

- 17.8% increase in the number of Triage Category 1 patients
- 22.5% increase in the number of Triage Category 2 patients
- 19.1% increase in the number of Triage Category 3 patients
- 7.9% decrease in the number of Triage Category 4 patients
- 2.3% increase in the number of Triage Category 5 patients

Despite this, SLHD met ED triage targets for triage categories 1, 4 and 5 for the month of September.

Canterbury

Canterbury Hospital achieved ED triage category targets for Category 1, 2, 3, 4 and 5 during September 2017.

Concord

Concord Hospital achieved ED triage category targets for Category 1, 2, 4 and 5 in September 2017. Performance in category 3 was under the target of 75% with a result of 64.25% for the month of September 2017.

RPA

RPA met triage category targets for categories 1 and 5 in September 2017. Performance in category 2 was under the target of 80% with a result of 73.41% for the month of September 2017. Performance in category 3 was under the target of 75% with a result of 62.49% for the month of September 2017. Performance in category 4 was close to target of 70% with a result of 69.97% for the month of September 2017. RPA was particularly challenged in triage category 3 performance and this was mainly due to high demand and patient acuity. The SLHD and RPA Executive continue to monitor performance and a range of initiatives are underway to improve performance.

Elective Surgery

SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery. Performance is at 100% for September 2017 in all categories which is consistent with the result achieved in September 2016.

NATIONAL FUNDING REFORM/ ACTIVITY BASED FUNDING

Acute Admitted Activity

As previously advised, since the implementation of ICD-10-AM version 10 on 1 July 2017 there have been mapping problems with the State HIE Grouper. The problem will continue to impact on the District's acute activity results until resolved in late October to early November.

Mental Health

Sydney Local Health District's Mental Health Services continue to focus on the importance of high quality data inputs and the timely correction of data. To date, there have been improvements reported in data quality, with a large reduction of care typing errors from over 650 errors to fewer than 150 in October. The District Performance Unit will continue to work closely with the District's Mental Health Services to ensure that data quality remains a priority.

The District Performance Unit is in the early stages of developing a STARS application for the Non Admitted Mental Health stream. The District will have a greater capacity to provide detailed analysis on activity in this stream following the finalisation of the application.

Sub and non-acute (SNAP)

SNAP Coordinators from SLHD facilities participated in the Ministry of Health's annual State SNAP Coordinator's meeting, held on 23 October in North Sydney. The workshop provided the opportunity for all Local Health Districts to come together to collaborate and explore opportunities for more effective and streamlined data management in the SNAP stream.

Non-Admitted (NAP)

The District Performance Unit is working with the facilities to review non-admitted activity and ensure the accuracy and timely upload of data to EDWARD.

Clinical Costing Update

A draft DNR for the full round 21.2 of costing has been submitted. The following improvements have been made in R21.2 compared to R20.2:

- Improvement in cost allocation accuracy and the introduction of new feeders:
 - ECG Electrocardiography (performed by ECG Tech)
 - Echo Lab
 - Peritonectomy
 - Robotic Surgery
 - Pelvic Exenterations (costing model revised)
 - Sarcoma
 - HiTH (for SDN Feb 2017 to Jun 2017)
- iFRACs are now also completed for SP&T
- Medical services are built per day rather than per hour (exclude ICU, EDSSU, Dialysis)
- Interpreter services are now charge out as shared services to corresponding LHDs
- New Teaching and Training allocation methodology has been implemented
- The State-wide Blood Delivery Program (approx. \$8M) is identified and excluded from SLHD patient level costs

- Allied Health costs for NAP are now distributed by relative value unit weights, which were developed based on the average appointment time, rather than an even allocation
- Correction of Mental Health Nursing relative value units by actual charge rather than an even allocation

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of September, SLHD had 19.92% of its patients as private inpatients. While Concord had a small drop to 21.49%, RPAH had its second month in a row above 22% completing the month at 22.08%. The LHD is aiming to get back over the 20% mark again in September

Single Room Utilisation

For the month of September, the LHD had 29% of all single rooms taken up by private patients. With an increased 10.4% of patients isolated for clinical alert, 38% of all private patients were accommodated in single rooms.

Revenue Enhancement Committee

- Current PBRC Management Committee currently being restructured to the District Revenue Committee. This committee will report to the Revenue Enhancement Committee
- Focus continuing on improving proportion of elective patients using their private health insurance
- Opportunities for billing in Mental Health being implemented

PERFORMANCE AND REDESIGN UNIT

Innovations

- The Pitch was held on Friday 29 September 2017 at the Concord Medical Education Centre. Four high quality projects were presented:
 - Say less show more by Dr Jacqueline Small - \$40,000
 - TAILS – Therapy Animal Intervention in Sydney Local Health Service by Dr Viktoria Sundakov - \$50,000
 - Reducing the impact of infection on infants born preterm by Dr Leonardo Salgado - \$50,000
 - One Touch: An interactive patient safety board by Melinda Pestana. - \$12,000
- The Pitch funded part of Dr Small's project and part of Dr Salgado's project giving out a total of \$55,000. The remaining applicants were advised of alternative avenues to receive the requested funding and letters have been sent to the relevant stakeholders.
- The next Pitch is scheduled for Friday 24th November 2017.
- The Pitch dates for 2018 are being finalised.
- Starting from the Pitch round held in March 2017, the winners have been asked to submit regular reports (3-month, 6-month and 12-month) on the progress of their projects which are fed to the PFCC Organisation committee.

Clinical Redesign: CHR Projects

- The '*POPI: PreOperative Iron deficiency assessment and management*' project (CHR 2017 - first intake), is currently in the 'implementation' phase. There are 4 key, interrelated solutions that are being implemented. The POPI team, is currently

working on the Implementation report which is due to be submitted to ACI on 20th November 2017.

- ‘A Collaborative Care Outreach in Residential Aged Care Facilities (RACFs) across the SLHD (ACCORD)’ project (CHR 2017 - second intake) is currently in the ‘implementation’ phase of the project although in terms of the reporting framework, they are in the process of developing the solution design report (previous project phase) for the CE’s approval. The ACI is aware of the delay and is working closely with the team to assist.
- The SPORT (previously known as ‘Perioperative and Sterilizing departments redesign’) (CHR 2017 – third intake) project team has attended the Solution Design workshop at ACI and is currently finalising the diagnostic report. The team has come up with 5 key issues that will be taking through to the ‘solutions’ phase.
- Following her Clinical Redesign Graduation, Kylee Sheehy’s expression of interest to participate in the NSW Health Coaching Program 2017 was successful. Coaching is yet to commence.

CAPITAL PLANNING

Concord theatres 7 and 8

Refurbishment of the two theatres is due to commence on the 18 December with replacement of the ceilings, pendants and general minor works.

SLHD Aged Care Network

Balmain works are ongoing and will be completed by the end of December.

Medical Imaging Equipment Purchases RPAH

The new Lifehouse Interventional CT is now operational. The Stage 2 minor building works in the old CT room are due to commence on 13 November 2017 with the machine planned to go live 27 November 2017.

Sydney Dental Additional Chairs

The Wet suction has been commissioned and it is planned that the Dental chairs will be operational the end of the month

Internal Audit and Corporate Records

Internal audit relocated to Units 2 and 3 Bridge Rd Stanmore three weeks ago and Corporate Records moved to Unit 1 Bridge Road in the week of 6 November.

Canterbury Hospital Hydrotherapy Pool

Refurbishment of the Canterbury Hospital Hydrotherapy Pool amenities is due to commence in Mid-November and to be completed early April.

Balmain GPC waiting Room

Facility Planners are working with the department on developing plans aimed at improving the reception waiting area seating and creating a dedicated Paediatric waiting area

Canterbury Hospital Ultrasound Room

Works on fitting out the Canterbury Ultrasound are underway and almost completed

Asset Replacement and Repair Program (ARRP)

SLHD has received funding through the ARRP Program managed by Health Infrastructure. Projects funded include: Surgical Tool Air upgrade at RPAH. RPAH emergency power control upgrade for the generators and the lift modernisation program at Concord. Additional funding has been granted for infrastructure at RPA (Fire System \$600k), CRGH (Steam System \$700K) and Canterbury (Replacement Chillers \$600K)

RPA Energy Efficiency Program

Procurement has been completed and the contractor has started on site. The project will run for 18 months and will involve the replacement of all light fittings across the RPAH campus with energy efficient LED lighting. The District has also received approval to proceed with Sydney Dental Hospital and Canterbury Hospitals.

FINANCIAL PERFORMANCE (NET COST OF SERVICE BASIS)

GENERAL FUND (GF)

The 2017/18 Service Level Agreement between the Board and Ministry of Health has as a key financial performance target an expected Net Cost of Service (NCoS) result. The following analysis reflects the result for the month ended 30 September 2017 based on the District's budgeted NCoS. For the month of September 2017, Sydney Local Health District (SLHD) General Fund Expenditure was \$2.076M (1.53%) unfavourable to budget, YTD September 2017 GF Expenditure was \$4.902M (1.15%) unfavourable to budget. GF Revenue was \$1.010M (0.74%) favourable to budget for the month and \$0.665M (0.15%) unfavourable to YTD budget. For the YTD September 2017 the District's GF NCoS was \$5.567M unfavourable to budget. This increase in expenditure is due to the significant increase in patient activity over this period. The District is working with the facilities to manage services over the remaining part of the year within budget.

The Chief Executive and the Director of Finance are confident that the District will have an on budget NCoS result for the 2017/18 financial year despite the challenges that are facing the District. To achieve the 2017/18 NCoS target the District continues to maintain the good controls that it has in place and monitors performance on a daily basis.

The major variances for the month were:

Expenditure

- For the month of September 2017 GF Total Expenditure was \$2.076M (1.53%) unfavourable to budget, reflecting unfavourable results for Overtime (\$0.636M), Annual Leave Provision (\$0.374M), G&S Support (\$0.464M), and G&S Admin (\$1.905M) offset by favourable variances in Salaries & Wages (\$0.312M), G&S Drugs (\$0.889M), G&S Medical & Surgical Supplies (\$0.387M), G&S Prosthetics (\$0.252M) G&S Motor Vehicles (\$0.262M) and RMR (\$0.211M).
- YTD September 2017 GF Total Expenditure was \$4.902M (1.15%) unfavourable to budget. This result reflects unfavourable results for Overtime (\$2.569M), Annual Leave Provision (\$1.889M), G&S Med and Surgical Supplies (\$1.006M), G&S Special Services (\$3.313M) and RMR (\$1.241M) offset by favourable variances in G&S Drugs (\$2.508M), G&S Motor Vehicles (\$1.043M) and G&S Other (\$2.184M).

Revenue

- GF Total Revenue was \$1.010M (0.74%) favourable to budget for the month of September 2017. The result for the month reflects unfavourable variances in Services to Other Organisation (\$1.361M), Prosthesis Income (\$0.408M), User Charges Facility Fees (\$0.134M) and Insurance Refunds (\$0.190M) offset by favourable variances in Patient Fees (\$0.061M), High Cost Drugs (\$0.518M), User General Render Services (\$1.159M), Grants & Contributions (\$1.410M) and Conference & Training Receipts (\$0.100M).
- YTD September 2017 GF Total Revenue was \$0.665M (0.15%) unfavourable to budget. The unfavourable YTD result reflects mainly unfavourable variance in User Charges (\$3.427M) offset by favourable variances in Patient Fees (\$1.237M) and Grants & Contribution (\$1.605M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$0.646M unfavourable to budget for the month of September 2017 and \$0.042M favourable to budget for the YTD September 2017. This YTD result reflects favourable budget variance for Expenditure (\$0.541M), offset by unfavourable result for Revenue (\$0.499M).

CONSOLIDATED RESULT

For the period ended 30 September 2017 the consolidated year to date NCoS result for the General Fund and SP&T was \$5.524M unfavourable to budget. The result comprises unfavourable variances in Expenditure \$4.361M and Revenue \$1.164M.

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

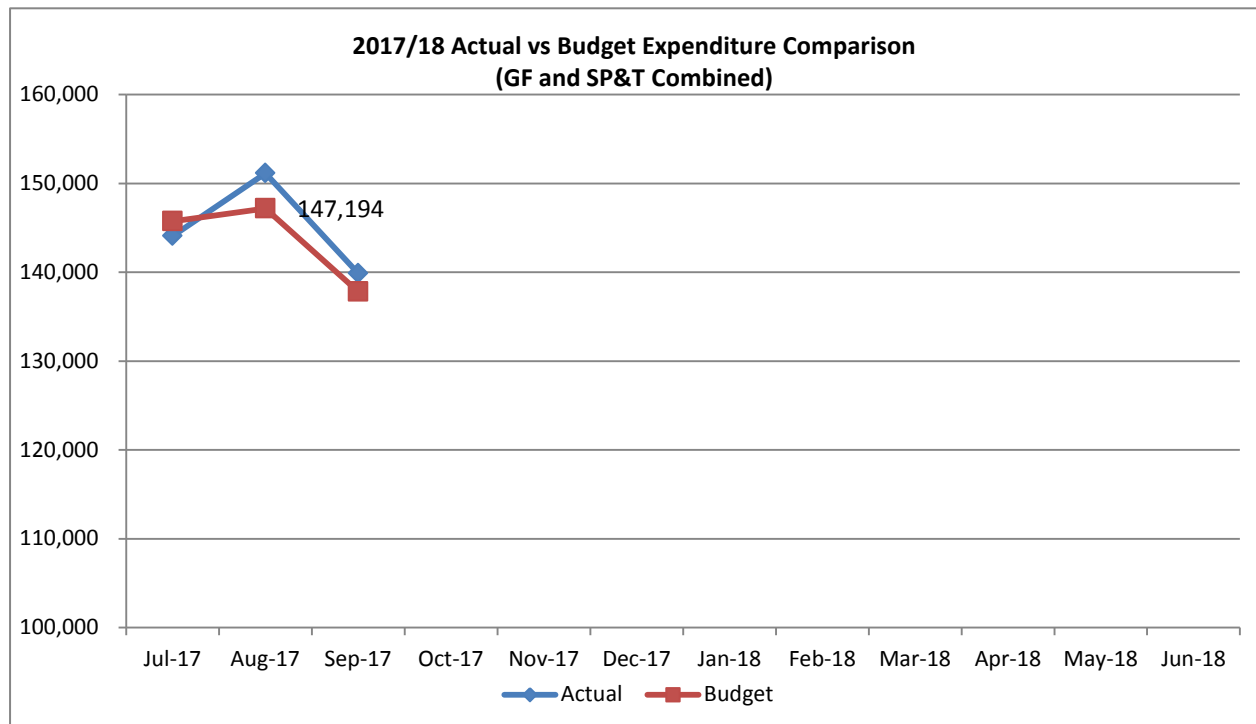
For the period ended 30 September 2017, SLHD recorded a Total Net Result of -\$26.093M (Note that Total Revenue was higher than Total Expenditure for YTD September 2017) which was \$5.620M (18%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for the YTD September 2017 was \$6.175M unfavourable to budget. The YTD Net Direct Operating Result reflects unfavourable budget variances in Expenditure (\$5.070M) and Revenue (\$1.105M).

For the month of September 2017 Total Direct Revenue was \$0.332M favourable to budget, comprising \$0.971M favourable variance for the General Fund and a \$0.638M unfavourable variance for the SP&T Fund. YTD Total Direct Revenue was \$1.105M unfavourable to budget, comprising unfavourable variances for the General Fund (\$0.705M) and SP&T Fund (\$0.400M). The YTD result for the GF reflects unfavourable variances in User Charges and Other Income, offset by favourable results for Patient Fees and Grant Income.

Total Direct Expenditure was \$2.613M unfavourable to budget for the month of September 2017, comprising \$2.464M unfavourable result for the General Fund and \$0.148M unfavourable result for the SP&T Fund. YTD Total Direct Expenditure was \$5.070M unfavourable to budget, comprising \$4.606M unfavourable variance for the General Fund and a \$0.464M unfavourable variance for the SP&T Fund. The YTD result for The GF reflects unfavourable variances in Overtime (\$2.569M), Salaries & Wages Oncosts (\$2.755M) and G&S Direct Clinical Operating (\$2.187M). These results were offset by favourable results for G&S Corporate & Operational Admin (\$3.028M) and VMOs (\$0.015M).

MONTHLY BUDGET PERFORMANCE

The graph below compares the actual and budget performance on a monthly basis.



LIQUIDITY

Despite the pressure on the District expenditure, the District had **NIL** creditors over 45 days as at 30 September 2017.

The District achieved the target of 100% compliance with the NSW Government target for payment of small vendor creditors within 30 days for the month of September 2017.

The cash balance at 30 September 2017 for the SLHD Operating bank account was \$8.284M and the Operating Cash book balance was \$8.068M.

CAPITAL WORKS – SMRS PROJECTS

The District's Full Year Capital works budget relating to SMRS Projects as of September 2017 was \$14.489M comprising \$4.201M of MoH funded and \$10.288M of locally funded projects. In September 2017, an additional budget of \$0.615M relating to EEPG (Balmain & SDH) was approved.

Actual expenditure as at YTD September 2017 was \$2.265M. Out of the total amount of \$2.265M, an amount of \$1.480M relates to the Biobank project which is expected to be completed in October 2017 and \$0.466M relates to SLHD Aged Care/Rehab Network.

PLANNING

SLHD Strategic Plan 2018-2022

The new SLHD Strategic Plan has been drafted and will be forwarded to the Board in December for consideration, together with the outcomes of the Board/Executive workshop and the Staff/Community consultation. The launch of the Plan is planned for February.

During August and September the Planning Unit conducted consultations with community and staff across the District. Employee forums were held at Canterbury (50 staff), Concord (90 staff), RPA (80 staff), Balmain (35 staff) and CEWD for Community-based staff (60 staff). Community forums were held at Canterbury, Concord, Burwood, RPA, Redfern and Marrickville with over 100 participants. These consultations and discussions yielded rich information which will be fully reported and which has guided the revision of the draft Strategic Plan (2018-2022) and will guide the revision of more detailed enabling plans and frameworks. On-line staff and community forums have also been conducted. The most recent draft plan has been uploaded to the website for a final consultation period.

RPA HealthOne East (Green Square)

- RPA HealthOne Steering Committee has held ongoing meetings. A paper on recurrent funding options will be developed. The three involved universities – University of Sydney, University of NSW, and Notre Dame University - are currently discussing their contributions, opportunities and future strategies in relation to the HealthOne service.
- The Planning Unit has sent out expressions of interest to services and stakeholders interested in providing services at the proposed “Pop-Up” Health Service in Green Square. The Pop-Up will be located on western side of the Green Square Town Centre. Community-based health staff will provide mainly sessional services that will complement the current outreach and home-based health services. 155 square metres of space is being provided, in a collaborative arrangement with UrbanGrowth NSW and TAFE. The Pop-Up Development Application has been sent to the City of Sydney for consideration. It is expected that the service will be ready for launch in March/April 2018 with a 4-5 year peppercorn lease from Landcom (previously UrbanGrowth NSW).
- The RPA HealthOne East, Green Square Interagency Advisory Committee with membership at a senior executive level from UrbanGrowth NSW, the City of Sydney, Dept. of Planning and Environment and NSW Health Infrastructure (HI) has met to agree sites, selection criteria and weighting and identify rezoning requirements of some of the selected sites. Site options and costings for is being undertaken by consultants appointed through HI. Meetings have been held with the City of Sydney to examine zoning issues for some of the sites.
- The formal Planning and Development Committee for the HealthOne is currently being established. User groups will be established shortly to define the specific requirements for the building.
- A second GP and primary care provider Continuing Professional Development and consultation event has been planned for Green Square for November. The first session focused on Early Childhood. This session will focus on Mental Health. The rationale for holding these events is to build the connectedness of service providers in Green Square with a longer term vision to develop a stronger primary and population health planning interest or a “primary care cluster” approach as has been developed in the UK. The CPD event is preceded by an update on the RPA HealthOne.

Urban Development

Waterloo State Significant Site

The two half day Waterloo Forum- Building a Healthy Resilient Waterloo, organised by the Planning Unit in collaboration with Counterpoint NGO, identified and addressed the current and future health needs of the people of Waterloo. Over 130 residents, tenants, health providers, academics and senior government agency staff attended. A wide spectrum of needs was articulated including improved service navigation, mental health, drug health, super clinics, translated services, Aboriginal programs and greater community connectedness. Concerns about the future construction and redevelopment were aired. A collaborative approach will be taken to ensure the agreed actions are implemented, employment issues are pursued and ongoing engagement occurs.

The Bays Market District

The Director of Planning was invited to attend a workshop to discuss key principles related to developing a socially sustainable Bays Market District. Issues of affordable housing, art, sustainable healthy developments and connectedness were raised.

Sydenham to Bankstown Corridor

The Planning Unit has organised a forum for the Department of Planning and Environment to consult with the SLHD on the health implications of the development of the major Sydenham to Bankstown Corridor development. This will be held on the 15th November in SLHD Boardroom.

Camperdown-Ultimo Collaboration Area (Strategic Centre) meetings

The Planning Director has contributed, with the CE to these set of meetings to develop the Strategic Centre, especially the visioning and messaging around this strategic centre. A great deal of advocacy was involved in gaining this status.

Greater Sydney Commission (GSC) and Transport for NSW (TfN) Draft Strategies

The Planning Unit, in collaboration with Population Health, is co-ordinating a District response to the following plans that have recently been released with a short response period:

- Transport for NSW Strategy
- Greater Sydney Region Plan (GSC)
- Updated District Plans (GSC)

Building Better Health Guidelines

Planning has provided comments to the Population Health Unit on the Building Better Health guidelines with a view to updating these and specifically including key issues related to density, service requirements, social mix/diversity and light.

SLHD Research Strategic Plan

Consultation with key stakeholders across the District has been undertaken including MRIS, research committees, the Sydney Research Council and key researchers has commenced. The previous plan has been reviewed. The community consultation and staff consultations held in August/September for the Strategic Plan particularly focused on Research and have yielded significant information. Two major half day Research Forums have been planned in 29 November (RPA) and 8 December (Concord) to progress this plan.

SLHD Diabetes Strategy

A major SLHD forum is planned on Diabetes for the 13th December, to develop the SLHD Diabetes Strategy and approach to reducing and measuring avoidable hospitalisations in accord with value-based care.

Inner West Youth Health and Wellbeing Plan

The draft Inner West Child Health and Wellbeing Plan is in the final stages of development. The plan is an intersectoral plan with Education, CESPAN and Family and Community Services. Priority issues and strategies have been collaboratively devised.

- A Youth Mental Health Forum is planned for February.

Cardiothoracic Planning

The Planning Unit has developed a data/background paper on cardiothoracic services in prior to holding a meeting of Cardiothoracic Surgeons across the District. A forum with key stakeholders is planned for the 12th December with a focus on Pacemakers and novel devices in Cardiovascular.

Head and Neck Planning

The Planning Unit is preparing a background paper on Head and Neck services with a view to developing a Clinical Services Plan in partnership with Chris O'Brien Lifehouse.

Clinical Services Plans (CSP) - Canterbury and Concord

The Canterbury CSP plan is currently being considered by the Ministry of Health (MoH) with an expected response prior to the end of the year. Discussions have occurred in respect of bed numbers, services and planning assumptions. It is not expected that the CSP will be altered significantly, although newly released forecasting tools have changed some of the detail.

Discussions have occurred with the Concord Planning team in respect of the bed planning assumptions. Again, the beds have been confirmed as per the Clinical Services Plan.

The draft RPA Clinical Strategy will have to be revisited to accord with the changed MoH forecasting tool.

SLHD Imaging Strategic Plan and Position Paper

The Imaging Position Paper has been uploaded to the website. The Strategic Plan is currently with Media and being prepared for publication with a launch being planned for the New Year.

Aboriginal Health Strategic Plan 2017-2022

The SLHD Aboriginal Health Strategic Plan is currently being prepared for publication, with a view to an end of year launch.

SYDNEY RESEARCH

Planning Consultations

The Sydney Research team have continued to partner with SLHD Planning to meet with representatives across Sydney Research, obtaining input into the Sydney Research program of work for 2018 and the SLHD Research Strategic Plan.

To follow up the nine consultations held in September, in October 2017 Sydney Research has met with:

- David Le Couter and Victoria Cogger, CERA
- Stephen Simpson, Charles Perkins Centre

- Warwick Britton, Louise Ford and Elizabeth Denney-Wilson, SLHD
- David Handelsman, ANZAC Research Institute
- Ken Takahashi and Victoria Keena, ADRI
- Carol Armour and Paul Young, Woolcock Institute of Medical Research

Sydney Research Strategy and Messaging

Sydney Research has been developing the strategy and messaging surrounding Sydney Research. Four key focus areas have been identified to prioritise in the 2018 year:

- Branding and communications
- Commercialisation
- Cooperation
- Membership

A set of key messages relating to the development of a Sydney Research facility which will house many members of Sydney Research including SLHD, Centenary, HRI, NHMRC CTC and the Woolcock, have been developed with input from key stakeholders. These will be used in verbal discussion and as the basis for development of a “prospectus” to use in advocating for capital funding to be raised for the facility.

Commercialisation

To improve commercialisation capability and opportunity in 2018, Sydney Research has been working with Cicada Innovations, Katrina Frankcombe, Translation and Commercialisation Manager, Centenary Institute and Eric Knight, Pro-Vice-Chancellor (Research – Enterprise & Engagement). This will be an area of focus in 2018 with a coordinated program delivered.

An information session on the Medical Device Commercialisation Training Program will be held at RPA on 1 November 2017, with the communications featuring the Sydney Research logo.

Office for Health and Medical Research (OHMR) - Biobank

The NSW Health Statewide Biobank will be opened on 13 November 2017 by the NSW Minister for Health and Minister for Medical Research, Brad Hazzard. This will also be attended by Dr Kerry Chant, Dr Tony Penna, Tracey McCosker, Dr Teresa Anderson, the Hon Ron Phillips, Adj Assoc Prof Vicki Taylor and Prof David Currow. An additional “open day” is being planned by NSW Health Pathology to engage the wider research community and other key stakeholders.

OHMR – Embedding Quality Research into LHDs

A group headed by the Sydney Research team has been established to review the direction of this project and establish clear actions that enhance the embedding of research into all NSW Health entities. The group also includes representatives from OHMR, WSLHD and MNCLHD.

The group has recommended a restructure to include a Steering Committee that oversees a Working Group that will prioritise achievement of short term objectives concurrent to establishing long term goals and a communications strategy. An action plan is being developed.

Sydney Health Partners (SHP)

The Sydney Research team continue to work closely with Prof Garry Jennings, Executive Director, SHP.

- Recruitment to the key positions is being progressed by Sydney Research. The Chief Operating Officer and Executive Assistant positions have closed and interviews are to be scheduled. The Media and Communications Manager position is currently advertised.
- A “Contracts 101” workshop will be held at Westmead on 12 October. This may be viewed via videoconference.
- An implementation science workshop, “Research Translation in a Complex Health System” will be hosted by the University of Sydney under the Sydney Health Partners Banner on 28 November 2017. Dr Teresa Anderson will speak at the event.
- OHMR have distributed a consultation document on the further development of commercialisation support services in NSW via Sydney Health Partners. Sydney Research will assist in providing a response from SLHD.

Other

- Sydney Research have engaged Keith Whelan to provide a Grants Writing Workshop to members of SLHD including representatives from Fundraising and Communications. It is anticipated that pending good feedback, this will lead to a specific research writing workshop in 2018.
- The NSW Health and Innovation Symposium was attended by Sydney Research, with the Living Well Living Longer program winning the People’s Choice Award.
- Sydney Research have also attended the Centenary Foundation Annual Dinner, attended by the Premier, and a Barriers to Surgical Innovation event at RACS, attended by the Minister.
- RPA is undergoing ACHS organisational-wide survey with Sydney Research contributing to the ART tool and interview for standard 15 around research ethics and governance.
- Sydney Research are also exploring a White Ribbon initiative partnership and Research project with MNCLHD
- @SydneyResearch currently has 137 followers on Twitter.

SLHD Car Park

Early works on the staff car park at RPA continue with a target date of early February 2018 for completion. A slight delay has occurred due to rain. The Car park is being built by Health Infrastructure in partnership with the District and funded in part by a Treasury loan, which will be repaid using car park fees.



Dr Teresa Anderson
Chief Executive

Date: 20.11.17