Minutes

Sydney Local Health District

Seventy Eight Meeting of the Board

Date: Monday 16 July 2018

Time: 9.30am – 11.30am

Venue: Level 11, KGV Boardroom

Chair: The Hon. Ron Phillips, Chair AO

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1.   Present and apologies

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

Apologies

A/Professor Christine Giles, Member
Ms Susan Anderson, Member

In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council
Mr John O'Connor, Acting Director of Finance (Teleconference) (Departed 11.00am)
Mr Puneet Datta, Deputy Director, Finance (Departed 11.00am)
Dr Tim Sinclair, Director, Operations
Ms Maria Sena Board, GHMP Trainee
Mr James Tsilimos, GHMP Trainee
Ms Nerida Bransby, Secretariat

Presentation: Director, Clinical Services Integration and Population Health

This presentation was deferred.

Presentation: SLHD 2018 – 2019 Budget Presentation

Dr Anderson presented on the SLHD 2018 -2019 Budget including:

- Overview
- Wrap-Up of 2017 – 2018
- Achievements for 2017-2018 include capital works, activity, performance, budget enhancements, staff, education, research, community, population health, allied health, community health, clinical governance and risk, nursing and midwifery and a variety of staff awards.
- Overview of the Service Agreement
- Objectives of the SLHD Service Agreement
- National Agreement – hospital funding and health reform
- Governance
- Clinical Governance
- Corporate Governance
- Safety and Quality Accounts
- Performance Framework
- Service Agreement Schedules
- Strategies and Priorities
- NSW Priorities – our contribution
- Ministry of Health priorities 2018-2019
- Sydney SLHD local priorities
- Key Performance Indicators
- Strategic Deliverables
- Budget 2018 -2019
- Next Steps
- Questions

The Board discussed and agreed:

- An additional slide is to be included to capture the challenges the District is facing including the pressure on ICU, managing demands, significant infrastructure needs and requirements including mental health services with an acknowledgement to staff. The Board approved the 2018 – 2019 Budget subject to 24 hours of reviewing and for any remaining questions to be answered. An electronic copy is to be forwarded.
- An electronic copy of the Performance Agreement is to be forwarded to the Board followed by a one page letter to the Ministry within the week.

2.   Welcome and introductions

The Chair welcomed members and guests to the seventy eight 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 interests to declare or to be added to the Register at this meeting.

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4. **Confirmation of previous minutes**

    4.1   Minutes – 25 June 2018

    The minutes of the Board meeting held on Monday 25 June 2018 were moved and seconded.

    The Chair then signed the minutes.

    4.2   CE Report – June 2018

    The Chair declared that the CE Report for June 2018 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:

- A meeting is to be held with the Westconnex Action Group.
- Letters of gratitude have been forwarded to the organisers of the Symposium. This agenda item can be removed from the action list.
- A copy of the Tuning Governance and Accountability was emailed 27.6.18. This agenda item can be removed from the action list.
- A copy of the Partners in Care was emailed 27.6.18. This agenda item can be removed from the action list.
- A copy of the Infrastructure Overview and Imminent Needs 2018 paper was emailed 25.6.18. This agenda item can be removed from the action list.
- The Budget Presentation can be removed from the action list.
- Work in ongoing to explore Hospital Acquired Complications.

6. **Patient Story**

The Chief Executive read a letter of gratitude from a patient stating that the care and treatment received from the RPAH Emergency Department through to the ward was superb. The staff were professional, caring and friendly.

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.

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7.3   Board Calendar 2018

The Board received and noted the Board Calendar for 2018.

8.   Chairman's Report

The Chair congratulated and commended the Chief Executive and the District Executive and all those involved on the exceptional budget result and the District's achievements for the financial year. The District remained competent and was able to perform extremely well during times of pressure.

The Chief Executive acknowledged the District Executive, Clinical Directors and the Finance Department.

The Director of Finance thanked the Board and the Chief Executive for their support of the Finance Team.

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 which is the highest level achievable.
- A report on nursing hours per bed day is provided to the Ministry on a weekly basis. This will be incorporated in the Chief Executive's Report.
- The transfer of care (TOC) target (90%) was met by all three emergency departments in May 2018, with 97.38% of all patients transferred from ambulance to our emergency departments in 30 minutes or less.
- The District met the target for all Triage Categories for the month of May.
- There were 13,732 attendances to the District's Emergency Departments in May 2018, representing an increase of 3.43% when compared to the same month last year. YTD Emergency Department attendances have increased by 2.91% to 151,859.
- The availability of a Health Pathway for insomnia is to be explored.
- The Financial result for May was read and noted.
- The information on planning was read and noted.
- The information on Sydney Research was noted.

 9.1   Finance and Performance Reports

9.1.1   SLHD Board reporting pack – May 2018

The Board received, read and noted the SLHD Board Reporting Pack for May 2018.

9.1.2   Selected Performance Indicators – May 2018

 The Board received, read and noted this report.

9.1.3   HealthPathways Dashboard Report – June 2018

The Board received, read and noted this report.

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9.2 Project updates

    9.2.1 Lifehouse

    The Board noted there were no further updates to report.

    9.2.2 Macquarie International Private Hospital

    The Board noted there were no further updates to report.

9.3 Capital Works Report

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

9.4 Clinical Governance and Risk Reports

    (i) Quarterly Report

    The Board noted the quarterly report for the period May - July 2018 was due in September 2018.

    (ii) Monthly Report – Accreditation

    The Board received, read and noted this report. The Board was advised that Canterbury and Concord Hospitals will be surveyed in September 2018.

9.5 Audit and Risk Committee Report – 14 March 2018 – 21 June 2018

The Board received, read and noted this report. It was noted that Ms Haines and Ms Khoo have been successful in their application for prequalification scheme: Audit and Risk Committee Independent Chairs and Members.   A copy of their correspondence is to be forwarded to the Chief Executive. Following receipt of this correspondence, their appointments on the Audit and Risk Committee will be formalised.

9.6 Facility Reports – May 2018

    (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. Feedback received on the privatisation of the Cafeteria has been positive.

    (iii) Community Health

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

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(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)   Oral Health Services and Sydney Dental Hospital

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

(viii)   Royal Prince Alfred Hospital

The Board received, read and noted the Royal Prince Alfred 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)   Public Health Unit

The Board received, read and noted the report.

(xii)   Population Health

The Board received, read and noted the report.

(xiii)   Health Equity Research and Development Unit (HERDU)

The Board received, read and noted the report.

(xiv)   Croydon / Marrickville / Redfern Community Health

The Board received, read and noted the report.

(xv)   Organ Donation for Transplant – Quarterly Report

The Board received, read and noted the report for the period April – June 2018.

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10. Matters for approval / resolution

10.1   Internal Audit and Risk Management Attestation Statement

The Board *endorsed* the Internal Audit and Risk Management Attestation Statement for the financial year ending 30 June 2018.

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 on 25 June 2018.

11.2   Education and Research Committee

The Board noted the next meeting is to be held on 16 July 2018.

11.3   Communications Committee

The Board noted the next meeting is to be held on 17 July 2018.

11.4   Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 21 June 2018.

11.5   Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 27 June 2018.

11.6   Health Care – Clinical Council

The Board noted the next meeting is to be held on 22 August 2018.

11.7   Medical Staff Executive Council

The Board received, read and noted the minutes of the meeting held on 8 June 2018.

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

The Board noted the next meeting is to be held on 1 August 2018.

11.9   Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 31 July 2018.

12. Other Committee reports / minutes

12.1   Sustainability Committee (bi-monthly)

The Board noted the next meeting is to be advised.

12.2   Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 13 June 2018.

12.3   SLHD Targeted Activity and Reporting Systems (STARS)

The Board received, read and noted the minutes of the meeting held on 18 June 2018.

12.4   Surgical Demand Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 20 June 2018.

12.5   Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 27 June 2018.

12.6   NSW Health / SLHD Performance Review Meeting

The Board received, read and noted the minutes of the meeting held on 28 May 2018.

12.7   Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 26 June 2018.

12.8   Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 12 June 2018.

12.9   Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is to be held on 17 July 2018.

12.10 Sydney Healthy and Active Living Steering Committee (bi-monthly)

The Board noted the meeting to be held on 25 June 2018 was cancelled.

12.11 Concord Hospital Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 27 June 2018.

13.   Matters for noting

13.1   Midterm Review of the SLHD Sexual Health Strategy 2013-2018

The Board received, read and noted this report.

13.2   Brief – Impact of Sydney Metro and Central Walk Construction on Sydney Dental Hospital

The Board received, read and noted this brief. The Board discussed the impacts of the Sydney Metro and Central Walk construction and access to the Sydney Dental Hospital. The Board agreed a verbal report re their concerns should be provided at the next meeting.

Health
Sydney
Local Health District

NSW GOVERNMENT

13.3 Report – SLHD Annual STI, Hepatitis, TB and all Disease Notification Reports for 2017

The Board received, read and noted this report.

13.4 Brief – the impact of the NDIS on Community Mental Health services includes Media Article

The Board received, read and noted this brief.
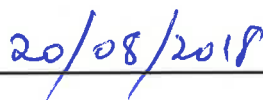
14. Other Business

Nil to report

15. Next Meeting

The next meeting is to be held on Monday 20 August 2018 at 9.00am.

The meeting closed at 11.30am.

_____
Chair

20/08/2018
_____
Date

Board Report

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Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board
<mark>July 2018</mark>
_____

PERFORMANCE

According to the Ministry of Health Framework, the District remains at Performance level 0, which is the highest level achievable.

Safety and Quality
SLHD continues to maintain the quality and safety of our services.

The District continues to achieve the root cause analysis (RCA) target for May 2018, with all RCAs completed within 70 days.

Mental Health Readmissions within 28 days decreased in the month of March 2018 to 16.5%, which is a slight improvement on the February result of 20.7%. There has been a slight increase (0.6%) in the percentage of Mental Health Readmissions within 28 Days as of YTD March 2018 in comparison to the same period last year.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation at 5.1% for both the month and YTD April, which is below the State rates of 5.8% and 6.0% respectively. Unplanned Emergency Presentations (same ED within 48 hours) were 4.2% for both the month and YTD May, which is below the State rates of 4.7% and 4.9% respectively.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureas Bloodstream Infections (SABSI) with a result of 1.2 per 10,000 bed days for the month of April 2018. There were no Central Line Associated Bloodstream (CLAB) infections during April 2018. There have been no CLAB YTD April 2018. The previously reported CLAB was investigated and found not to be CLAB infection, with the Ministry to update the reports from next month. Ongoing education and training in infection control strategies and CLAB awareness discussions at ICU morbidity and mortality meetings continue.

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

Workforce
The District has continued to monitor staffing closely to ensure staffing legels and skill mix matched activity. Premium staff usage for Medical, Nursing and Allied Health decreased for May 2018 compared to the same period last year by -1.65, -1.41 and -0.48 respectively.

Activity
There was 2.91% increase in in the number of separations (15,402) for the month May 2018 when compared to the May last year. YTD separations have increased by 1.55% across the District in comparison to last year. In May the District's occupancy rate decreased by 0.28%, to 89.32% when compared to the 89.60% in May 2017. The YTD occupancy rate has increased by 1.54%, to 89.11%, when compared to YTD May 2017. The District has experienced a 4.63% increase in YTD case weighted attendances, when compared to the previous year.

There were 13,732 attendances to the District's Emergency Departments in May 2018, representing an increase of 3.43% when compared to the same month last year. YTD Emergency Department attendances have increased by 2.91% to 151,859.

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Emergency Treatment Performance (ETP) *(formerly NEAT)*
The District continues to improve ETP performance, with a 3.66% increase in the month of May 2018, to 73.07%, when compared to the same month in the previous year. YTD May there has been a 0.13% decrease in ETP performance to 71.48% when compared to the same period in the previous year. Increases in occupancy, demand and the acuity of patients, particularly during winter period, has had a major impact on YTD ETP performance.

Transfer of Care
The transfer of care (TOC) target (90%) was met by all three emergency departments in May 2018, with 97.38% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. YTD May the District continues to meet the TOC target, again highlighting the success of the RPA TOC Program in operation in SLHD Emergency Departments.

ED Triage
The District met target for all Triage Categories for the month of May. YTD May 2018, Triage Category 3 is the only triage category slightly under target at 70.43%. Triage Category 3 performance remains a challenge for the District due to the significant increases in triage 1, 2 and 3 presentations. Ongoing work is continuing to be undertaken across the District to manage Emergency Department activity.

Elective Surgery
There was a slight (2.70%) decrease in surgical admission in the month or May 2018 when compared to the same month last year. YTD surgical admissions have increased by 1.75% across the District. SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery, with all patients admitted within the clinically appropriate timeframe for their surgery. The District has also made a significant decrease in the number of surgical patients not ready for care, with a 3.8% reduction YTD in comparison to last year.

Community care and Hospital in the Home
The District has continued to manage its activity through investments in Sydney District Nursing who are managing over 1,000 patients per day in the community who would otherwise be in hospital. There has been a 9.1% increase in the number of Hospital in the Home overnight separations April YTD in comparison to YTD April 2017. As previously indicated the District would have had significant difficulty in managing the demands of this winter without the investments made by the District in these services.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

NWAU Activity against Target
The District continues to perform well in relation to NWAU activity against target, with a positive 1.34% variance to target YTD April:
- Acute admitted activity is positive 1.66% to target (99.64% coded)
- Emergency department activity is negative 0.43% to target
- Mental health acute activity positive 5.49% to target
- Non admitted activity is positive 0.09% to target
- Sub and non-acute activity is negative 0.27% to target.

2018/19 Service Level Agreement and Activity Purchasing

The final 2018/19 Purchasing Model for the District has now been received from the Ministry of Health and the Performance Unit has commenced the process of allocating this activity to each facility.

Version 9 of the Australian Refined Diagnosis Related Groups (AR-DRGs) classification will be implemented from the new financial year and will also be taken into consideration when allocating activity for 2018/19.

Non-Admitted Patient (NAP) Activity
The State is currently undertaking testing of summary level loading of data into mLoad, with the Ministry aiming to gain signed off prior to 1 August, to allow summary level reporting via mLoad for July onwards.

Sub and Non-Acute Patient (SNAP) Activity
The District continues to perform well in relation to grouped SNAP episodes, with 99% of all episodes grouped as of YTD April 2018, which is above the State average of 98%. The SNAP Working Party continues to meet on a regular basis and developing strategies to improve data quality and reduce error rate.

Mental Health
The District Performance Unit continues to work with Mental Health Services to improve the reporting and capture of mental health non-admitted activity. Significant improvement was made in the month of April and is expected to continue for the remainder of the financial year.

Clinical Costing Update
The District Performance Unit continues preparations for Round 22.2 of costing, with work commencing to implement a new endoscopy feeder and the checking and compiling of iFRAC data for conversion into reclass rules for costing.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage
For the month of May 2018 SLHD recorded 20.65% of all patients discharged as privately insured.

For the financial year ended May 2018 there were an additional 3,140 (1.74%) patients who elected to use their private insurance compared to the same period last year, comprising:
- 1,784 (2.43%) at RPAH
- 1,033 (1.1%) at Concord
- 259 (0.93%) at Canterbury
- 40 (2.21%) at IRO
- 24 (1.6%) at Balmain

RPAH reported their 5th month in a row achieving over 22% private patient utilisation.

Single Room Usage
For the month of May 2018 8.31% of patients were isolated as a result of clinical alert, the lowest in 24 months.

For the month 28% of all available single rooms were occupied by private patients and 41% of all private patients were accommodated in single rooms.

SLHD Revenue Committee
The previous Revenue Enhancement Committee (REC) has been reconstituted to form the SLHD Revenue Committee. The committee held its initial meeting in late May 2018. The key objectives of the new committee are to:

1. Facilitate the development of an Operational Improvement Plan for SLHD and monitor progress;
2. Design and implementation of Local and District-wide own source revenue initiatives;
3. Identification of other revenue opportunities (unrelated to patients/ staff specialists) and development of roadmaps to identify progress against revenue objectives;
4. Achieve consistency of revenue practices, processes and knowledge across the District;
5. Monitor OSR budget performance and inform the negotiations with the Ministry of Health in relation to revenue targets; and
6. Act as the key patient services group in relation to planned changes to critical District wide revenue enablers such as technology (EMR) and frontline staff (Admissions).

PERFORMANCE AND REDESIGN UNIT / REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The last Pitch was held as part of the Sydney Innovation and Research Symposium on Friday 22 June, which marked the allocation of $1 million of funding through the Pitch. The event featured five innovative ideas, with $97,752.50 in prize money awarded:
    1. *The Sydney Triage to Admission Risk Tool (START2)* by Anja Ebker-White - $50,000
    2. *Digital Dental Workflow* (previously titled "Computer Guided Dental Surgeries and Restorations") by Dr Phil Kelly - $47,752.50
- Applicants and relevant stakeholders are being sent letters regarding the outcome from The Pitch
- A report is being finalised for the outlining the progress and outcomes of previous Pitch ideas for the period August 2014 – November 2017.
- The next Pitch is scheduled on Friday 7 September at the Kerry Packer Education Centre, RPAH. Applications close on the 13 August 2018.

Clinical Redesign: CHR Projects

- For the third round of the Centre for Healthcare Redesign (CHR) Graduate Certificate program in 2018, SLHD put forward one submission "Redesigning Policy, Procedures, and Guidelines at SLHD". ACI provided correspondence on 13 June advising due to the demand for the CHR program exceeding capacity; the project was unfortunately not successful. The Performance and Clinical Redesign Leaders have extended project management support and coaching to the project team, should the team wish to proceed with the initiative.
- The "A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA" Project (CHR 2018 – first intake) is continuing in the Diagnostic Phase where the team progress with conducting intensive analysis of the current processes of the department. The project team have finalised and submitted their ethics application which will then enable the collection of staff and patient qualitative data.
- The 'POPI: PreOperative Iron deficiency identification and management' project team (CHR 2017 - first intake) has completed the pilot study within the RPAH Upper Gastrointestinal department and will now progress with spreading across the RPAH Colorectal department. The project is also exploring the implementation of similar solutions at CRGH, in partnership with District Nursing.
- The *'A Collaborative Care Outreach in Residential Aged Care Facilities (RACF) across the SLHD (ACCORD)'* project (CHR 2017 - second intake) is progressing with implementation of the project solutions with most becoming business as usual. Some examples of solutions include:

Board Report

- Model of Care (MoC) Launch scheduled for the 25 July. This MoC was also presented at the Sydney Innovations and Research Symposium, with information distributed to the Primary Health Network and stakeholders.
- 1 CNE position has started in the Acute Care Team (ACT)
- Paramedics are now able to refer directly to outreach services
- The project team are also in the process of developing an education plan for the RACF
- The SPORT (previously known as 'Perioperative and Sterilizing departments redesign') (CHR 2017 – third intake) project continues in the implementation phase of the project.

Accelerating Implementation Methodology (AIM):

- The next AIM course is scheduled on 9-10 August 2018.

HEALTH PATHWAYS

Workgroups
Workgroups conducted:
- Genetic Testing – 31 May
- Immunology and Allergy – 13 June

Workgroups scheduled:
- Neurosurgery – 4 July 2018

Usage of HealthPathways
Following the record numbers for May 2018 Provisional reporting for 1-27 June 2018 show a slight drop, offset by the Queen's birthday public holiday. Overall usage remains on an upward trajectory.

	1-27 June 2018	May 2018	June 2017
Users	1,047	1,299	833
Sessions of use	4,561	6,022	3,592
Total Page Views	19,496	24,786	15,285
Unique Page Views	14,682	18,409	11,442

Pathway development
A number of pathways are nearing completion and we expect to publish pathways for Stroke/TIA, Community Central Line Management and Returning to Work in the coming weeks.

FINANCIAL PERFORMANCE

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 31 May 2018 based on the District's budgeted NCoS.

Board Report

For the month of May 2018, Sydney Local Health District (SLHD) General Fund Expenditure was $3.961M (2.48%) favourable to budget. YTD May 2018 GF Expenditure was $0.362M (0.02%) favourable to budget. GF Revenue was $2.949M (2.06%) unfavourable to budget for the month and $15.912M (1.03%) unfavourable to YTD budget. For YTD May 2018 the District's GF NCoS was $15.550M unfavourable to budget. The NCoS YTD result was impacted by a significant increase in the Doubtful Debts provision ($4.537M), the majority of which was recognised in March 2018.

The Chief Executive and the A/Director of Finance are confident that the District will have an on budget NCoS result, prior to any impact associated with Doubtful Debt provision, 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 May 2018 GF Total Expenditure was $3.961M (2.48%) favourable to budget, reflecting favourable results for Salaries & Wages ($1.923M), Overtime ($0.476M), Superannuation ($0.330M), RMR ($3.306M) and G&S Admin ($5.168M), offset by unfavourable variances in G&S Special Services ($1.833M), G&S Prosthetics ($1.620M), G&S Medical & Surgical Supplies ($0.583M), G&S Drugs ($2.019M) and Grants ($0.227M).
- YTD May 2018 GF Total Expenditure was $0.362M (0.02%) favourable to budget. This result reflects favourable variances in Salaries & Wages ($4.548M), G&S Admin ($12.671M), G&S Drugs ($5.026M) and RMR ($2.986M) offset by unfavourable results for Overtime ($2.891M), Annual Leave Provision ($6.013M), VMO Payments ($1.823M), G&S Med and Surgical Supplies ($3.019M), G&S Special Services ($9.517M) and G&S Support ($0.897M).

Revenue
- GF Total Revenue was $2.949M (2.06%) unfavourable to budget for the month of May 2018. The result for the month reflects unfavourable variances in Facility Fees ($0.473M), Prosthesis Income ($0.888M), High Cost Drugs ($0.512M) and Grants & Contributions ($0.692M). offset by favourable variances in Patient Fees ($0.090M) and Services to Other Organisation ($0.195M),
- YTD May 2018 GF Total Revenue was $15.912M (1.03%) unfavourable to budget. The unfavourable YTD result reflects unfavourable variances in User Charges ($23.186M) and Doubtful Debts ($4.537M) offset by favourable variances in Patient Fees ($5.770M), Grants & Contribution ($3.962M) and Other Revenue ($2.280M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was $3.470M unfavourable to budget for the month of May 2018 and $11.221M unfavourable to budget for the YTD May 2018. This YTD result reflects unfavourable budget variances for Expenditure ($8.519M) and Revenue ($2.702M).

CONSOLIDATED RESULT

For the period ended 31 May 2018 the consolidated year to date NCoS result for the General Fund and SP&T was $26.790M unfavourable to budget. The result comprises unfavourable variances in Expenditure $8.158M and Revenue $18.632M.

Board Report
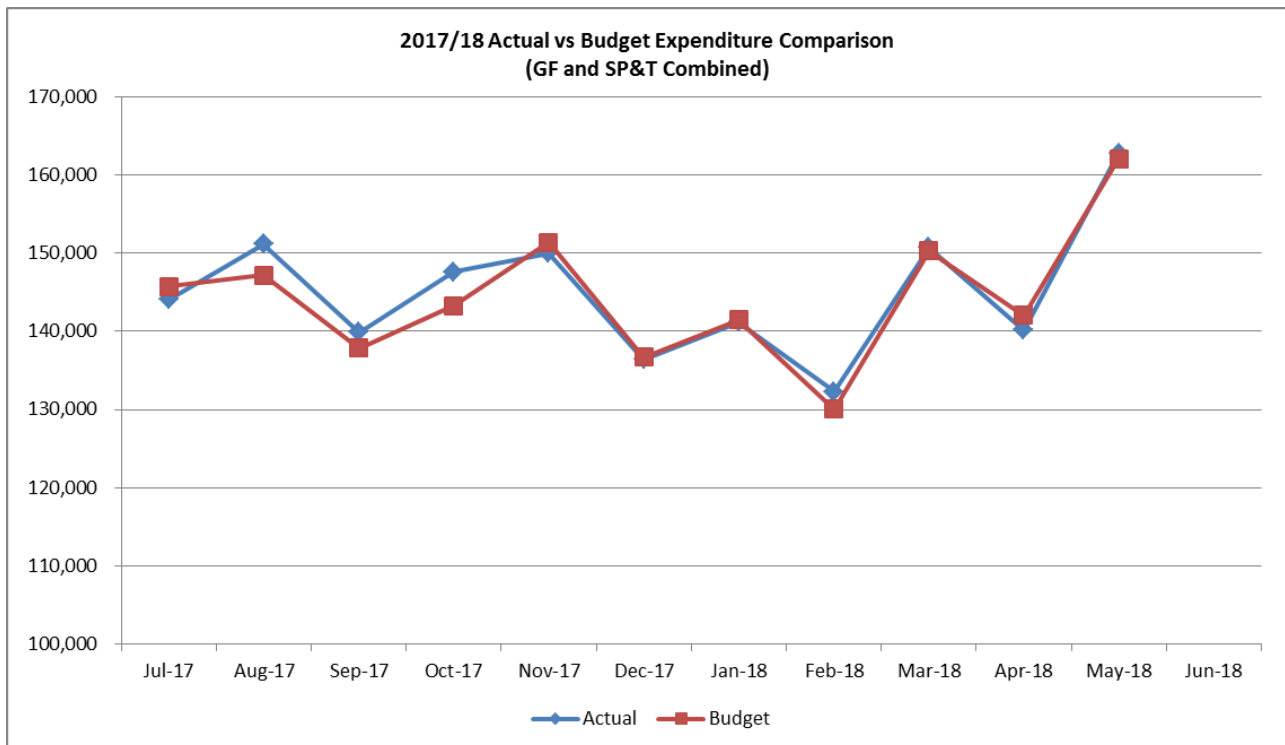
FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

For the period ended 31 May 2018, SLHD recorded a Total Net Result of -$30.342M (Note that Total Revenue was higher than Total Expenditure for YTD May 2018) which was $26.704M (88%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD May 2018 was $28.829M unfavourable to budget. The YTD Net Direct Operating Result reflects unfavourable budget variances in Expenditure ($15.205M) and Revenue ($13.624M).

For the month of May 2018 Total Direct Revenue was $1.814M unfavourable to budget, comprising $3.039M unfavourable variance for the General Fund and a $1.225M favourable variance for the SP&T Fund. YTD Total Direct Revenue was $13.624M unfavourable to budget, comprising unfavourable variances for the General Fund ($11.203M) and SP&T Fund ($2.421M). The YTD result for the GF reflects unfavourable variances in User Charges offset by favourable results for Patient Fees, Grant Income and Other Income.

Total Direct Expenditure was $4.288M unfavourable to budget for the month of May 2018, comprising unfavourable result for the SP&T Fund ($4.730M) offset by favourable result for the General Fund ($0.442M). YTD Total Direct Expenditure was $15.205M unfavourable to budget, comprising $5.042M unfavourable variance for the General Fund and a $10.163M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Overtime ($2.8917M), On-costs ($8.881M), Direct Clinical Operating ($7.421M), G&S Support Services ($0.897M) and VMOs ($1.823M). These results were offset by favourable results for Salaries & Wages ($4.548M), and G&S Corporate & Operational Admin ($12.671M).

MONTHLY BUDGET PERFORMANCE

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

Board Report

LIQUIDITY
The District had **NIL** creditors over 45 days as at 31 May 2018.

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 May 2018.

The cash balance at 31 May 18 for the SLHD Operating bank account was $10.098M and the Operating Cash book balance was $9.826M.

CAPITAL WORKS – SMRS PROJECTS
The District's Full Year Capital works budget relating to SMRS Projects as at 31 May 2018 is $19.721M comprising $5.682M of MoH funded projects and $14.039M of locally funded projects. In May 2018, the ARRP budget for 2017/18 was adjusted by $1.180M which will be rolled over to the 2018/19 financial year.

Actual expenditure at the end of May 2018 was $12.163M which is $0.219M below budget.

OTHER CAPITAL PROJECTS
As at the end of May 2018, the District has expended a total amount of $1.031M on projects relating to the Institute of Academic Surgery (various equipment), K2 Fetal Monitoring System and Internal Audit relocation. The total expenditure of $1.031M was sourced from General Fund.

CAPITAL WORKS

RPA QEII Level 6 East Refurbishment
Painting works are 95% completed. Bathroom fixtures and reception installation has been completed. Orders have been placed for corner guards and door protection.

RPA QEII Hydrotherapy Pool Stage 1
Nurse call rough in, ceilings, hydralic fit and duct cleaning are now complete. Painting is close to completion. Bathroom fixture installation is in progress. Curtain tracks have been ordered.

RPA Building 77 Plant Room
Temporary relocation of existing services has occurred. Drawings have been revised by engineering and steel work orders placed. Mechanical and hydraulic documentation are being finalised.

RPA QEII Level 6 West - Orthopaedics
Floor repairs and hydraulic fit are now completed. Nurse call installation and painting are underway. Additional works for reception have been approved and are underway.

CRGH Theatres 7 & 8
Painting works for the dirty corridor are 75% completed – final coat will be undertaken once theatres 9 and 10 are completed. Electrical fit off has been complete. Mechanical services fit off has been completed and commissioning documentation received. Light and integration works have completed and are now operational. Painting has been completed. Lead lined doors installation has been completed – theatre 8 auto doors are now operational. New theatre 7 doors between scrub room and theatre have been ordered. Defects is being undertaken. Theatres are now operational.

Board Report

Balmain Sorrie Street – Stacy House
Additional brickwork has been completed. Rendering has been completed. Fence installation has been completed. Paint colour selected and painting is underway.

PLANNING

Urban Development
- Submission outlining the SLHD case for a Metro Station at Camperdown and at Concord Hospital was prepared.
- Meeting organised with Metro Project Officer and CE to further discuss this issue.
- Meeting requested for Urban Growth to outline the Waterloo Metro Master Plan to a range of SLHD stakeholders.
- Meetings have been held between developers, University of Sydney, Inner West Council and SLHD to discuss the proposed biotech hub on Parramatta Road.

Local Government Engagement
The Planning Unit organised for the SLHD Chief Executive and senior staff to meet with the General Manager/Chief Executive of local councils and their senior staff.

A meeting was held with Burwood Council to discuss urban development and the planning for health services by SLHD.

Camperdown-Ultimo Collaboration Area
A number of meetings have been held to develop the Camperdown-Ultimo Collaboration Area and to discuss future directions.

A major Global Sydney Forum was attended which provided greater outline of the potential economic benefits of this innovation hub.

The Greater Sydney Commission is preparing a Place Strategy which will outline the actions agreed to generate the economic benefits for the corridor.

Youth Health and Wellbeing Plan
Meetings have been held with Strathfield Girls High School and the Department of Education to organise the September launch of the Youth Health and Wellbeing Plan.

Board/Executive Planning Forum
Report on Board/executive Planning Forum developed.

RPA HealthOne (HO) East (Green Square)
Presentation was provided to the Innovation Symposium on the Health One. The Waterloo Business Case has been drafted and is being reviewed.

Women's Health Strategy Paper
The Women's Health Stream Position Paper has been finalised and will be presented at Clinical Council. The plan provides the priorities for the Stream over the next five years.

Board Report

SYDNEY RESEARCH

OHMR TRGS Outcomes
Sydney Local Health District (SLHD) has been successful in the third round of the Translational Research Grant Scheme (TRGS). A project with Dr Sarah Maguire as the Chief Investigator, "Online Cognitive Behavioural Therapy (CBT) for Bulimia Nervosa (BN)" has been successful and will receive funding of $248,500 over two years, commencing in early July 2018.

OHMR have advised they are preparing to launch a fourth round of the TRGS.

The Big Idea
As of 21 June 2018, there were 263 RSVPs for the Big Idea. As well as a structured set of email and social media communications, external advertising was secured with partners including with Spark Festival and on the City of Sydney Website.

Four finalists presented at the Big Idea on 21 June 2018 to an audience of over 260 people. The event was very well received; a survey has been distributed to those who RSVP'd to gain formal feedback.

The major prize of $45,000 pre-seed funding was awarded to A/Prof Wojciech Chrzanowski, for *'EV the Eagle': AeroEV – Aerosolised EVs as next generation therapeutics.*

Sydney Research Awards
Seven Sydney Research Awards were presented at the Sydney Innovation and Research Symposium on Friday 22 June 2018. Winners received a certificate and trophy. Recipients of the 2018 Sydney Research Awards are as follows:

- Research Excellence Award 2018
  Professor John E. J. Rasko AO
- Research Excellence Award 2018
  Associate Professor Greg Fox

- Young Researcher Award 2018
  Dr Camilla Hoyos

- Research Supervisor Award
  Professor Mark D Gorrell

- Health Informatics Researcher Scholarship 2018
  Racha Dabliz

- Clinician Researcher Scholarship 2018
  Claire Hutchinson

- Annual Health Research Infrastructure Award
  Dr Elinor Hortle

OHMR – Embedding Quality Research into LHDs
A proposal has been developed by Ms Tina Loppacher. This will be circulated to the Working Group for comment prior to being progressed to the Steering Committee for approval.
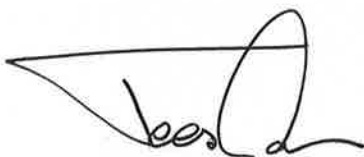
Board Report

Health
Sydney
Local Health District
NSW GOVERNMENT

Sydney Health Partners (SHP)
The Sydney Research team continue to work closely with Prof Garry Jennings, Executive Director, SHP:

- Sydney Research and Sydney Health Partners "shared" a booth at the Symposium. Ms Lisa Daly and Mr Mark Mathot cooperated on the design and production of the booth.
- Sydney Research has scheduled a meeting to be held between SHP and the SLHD Communications teams on 3 July 2018, in an effort to streamline some of the operational aspects of the partnership.
- Sydney Research has continued to be the key SLHD contact in progressing early conversations regarding a proposed partnership with Siemens and SHP LHDs

Other Activities

- OHMR has offered to provide $20,000 for Hub Scholarships and Grants funding. This has been accepted and an invoice raised via AGIS. The funding will be used towards the Sydney Research Clinician Researcher Scholarship and/or Health Informatics Researcher Scholarship.
- A teleconference was held on 8 June 2018 regarding the interim pharmaceutical manufacturing site that is proposed to be established within the Professor Marie Bashir Centre, co-located with the NSW Health Statewide Biobank.
  This initiative is progressing, with a draft concept plans and flow diagrams being circulated for comment.
- Sydney Research attended multiple events across SLHD Innovation Week including the Patient and Family Experience Symposium, the Women's Leadership Breakfast, the Clinical Trials Showcase and the Sydney Innovation and Research Symposium.
  - In follow-up to the Patient and Family Experience Symposium, Sydney Research will be attending a meeting with Lissa Spencer and Catherine King to discuss involving consumers in the direction of research.
  - Sydney Research has obtained the contact details of a number of consumers who participated in Innovation Week and has indicated the intention for further partnerships.
- Sydney Research have met with a number of stakeholders to progress initiatives including:
  - Prof Laurent Rivory, Pro-Vice Chancellor, Research and Prof Paul Haber, Clinical Director, Drug Health Services regarding a new potential drug and alcohol clinical research centre. Prof Rivory will discuss the initiative further within the University.
  - Representatives from CRGH, SLHD Research and SLHD ICT to discuss barriers to accessing software required for research.
- The Sydney Research 16-17 Biennial Report has been distributed in show bags at the Big Idea and at the Symposium. Hardcopies will be sent to a number of stakeholders, and an electronic version will be available on the website.
- @SydneyResearch currently has 369 followers on Twitter.

Teresa Anderson AM
Chief Executive
Date: 16.7.18