
Sydney Local Health District

Eighty Second Meeting of the Board

Date: Monday 19 November 2018
Time: 9.00am – 11.00am
Venue: SLHD Boardroom
Chair: The Hon. Ron Phillips AO, Chair

1. Present and apologies

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

Apologies

Dr Alicja Smiech, Chair, Medical Staff Executive Council

In attendance

Dr Tim Sinclair, Acting Director Operations
Ms Gina Finocchiaro, Acting Director of Workforce and Corporate Operations (9.00 – 11.00)
Ms Mariana Sena-Board GHMP Trainee (9.00 – 11.00)
Ms Zoe Miller, GHMP Trainee (9.00 – 11.00)
Ms Nerida Bransby, Secretariat

2. Welcome and introductions

The Chair welcomed members and guests to the eighty second meeting of the Sydney Local Health District (SLHD) Board.

Presentation:

Dr Anderson presented on the SLHD Workplace Culture and Safety Initiatives including:

- Our patients, our people, our culture includes the organisation, staff, the community, the environment, research, education, facilities and services.
- People Matter Employee Survey includes response rate, engagement and culture index.
- Areas to celebrate includes staff understanding of, their roles, health and safety issues, customer and client satisfaction, working collaboratively to achieve objectives and receive help and support from other members of their workgroup.
- Opportunities for improvement include staff believe actions are taken on the results of the survey, senior managers listen to employees, confident in recruitment decisions, confident in resolving grievances and that change is managed well in organisation.
- People Matter Employee Survey results are communicated to front line staff through staff forums, focus groups and department meetings led by General Managers and Workforce Managers.
- “You Said We Did” posters displayed throughout facilities and services.
- Four key components for the Collaborative Leadership Project include behavioural commitment statements, collaborative leadership workshops, coaching and stop, start and continue workshops.
- CORE at Concord includes a whole of hospital culture improvement program
- SLHD CORE Values Workshops.
- Medical Culture includes the introduction of a Surgical Culture Steering Committee and the BPTOK / JMO OK programs.
- People Management Programs include education programs that contribute to culture improvement.
- [The purpose of the Pitch is to drive innovation.](#)
- New security uniforms implementation.
- Building a healthy workforce includes a get healthy @ work website, Heart of Health Programs and Employee Assistance Programs.
- Developing our safety culture leaders.
- Increasing staff participation and consultation in managing risks.
- Improving Safety Culture and Security Initiatives.
- Safety Huddles implementation, trial outcomes and lines of communication.
- On-line work health safety and security inspections.
- Additional strategies under development.
- Questions

The Chair thanked the Chief Executive for the presentation.

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.

4. Confirmation of previous minutes

4.1 Minutes – 15 October 2018

The minutes of the Board meeting held on Monday 15 October 2018 were moved and seconded.

The Chair then signed the minutes.

4.2 CE Report – October 2018

The Chair declared that the CE Report for October 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:

- Discussions are ongoing concerning Hospital Acquired Complications in consultation with the Clinical Directors. The District is finalising the HAC definitions
- The District will arrange a working group which will include Board members to look at the components of future infrastructure needs.
- The District’s facilities are meeting the nursing hours per patient bed day. This agenda can be removed from the action list.
- Health Infrastructure has a new Acting Chief Executive.

5.2 Brief - Outcome of meeting with the Staff from the Office of the Minister for Westconnex

The Board received, read and noted this report. This agenda can be removed from the action list.

6. Patient Story

Dr Anderson provided a verbal report on the care provided by our community palliative care team.

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 2018

The Board received and noted the Board Calendar for 2018.

8. Chairman's Report

Nil to report

9. Chief Executive's report

The Board received, read and noted the Chief Executive's Report including:

- The District remains at Performance level zero, which is the highest level achievable.
- Mental Health has continued to be under significant pressure with a high number of seriously unwell patients. Mental Health Readmissions within 28 days have decreased in the month of July 2018 to 14.4%. This is an improvement on the June 2018 result of 18.2% and the July 2017 result of 15.1%.
- The District has continued to have no incorrect procedures resulting in death or major loss of function.
- Sydney District Nursing Service is managing over 1,000 patients per day in the community who would otherwise be in hospital. A review is currently in progress and a report will be provided to the Board.
- The District's SNAP142 ungrouped episodes for YTD August, 85 are at Balmain Hospital due to extended sick leave which has impacted on the Facility's ability to ensure all episodes are grouped in a timely manner. Strategies have been put in place and additional staff trained, with performance expected to improve over the coming month.
- The next Pitch is on Friday 30 November 2018 at Concord.
- A presentation on the Evaluation report for HealthPathways will be available at the next Board meeting.
- YTD September 2018 there was a reduction of 126 (4.5%) patients who elected to use their private insurance compared to the same period last year.
- For the month of September 2018, Sydney Local Health District General Fund Expenditure was \$1.186M (0.83%) unfavourable to budget.
- For the month of September 2018 GF Total Expenditure was \$1.186M (0.83%) unfavourable to budget, reflecting unfavourable results for Overtime (\$0.261M), Annual Leave Provision (\$0.383M), VMO Payments (\$0.920M), RMR (\$0.125M), G&S Medical & Surgical Supplies (\$0.541M) and G&S Prosthetics (\$0.873M) offset by favourable results in Salaries & Wages (\$0.428M), Other Employee Expenses (\$0.128M), G&S Admin (\$0.571M) and G&S Drugs (\$0.722M).
- GF Total Revenue was \$0.185M (0.14%) unfavourable to budget for the month of September 2018
- The Youth Health and Wellbeing Plan launched at Strathfield Girls High School was very successful.
- SHP are hosting their second annual Implementation Science Symposium, "*Unlocking Research: Health System Improvement through Effective Implementation*", to be held today.
- Planning of the \$1.5M enhancement to undertake minor capital works to improve the environment in the McKay Unit is underway. Patient care will not be affected.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – September 2018

The Board received, read and noted the SLHD Board Reporting Pack for September 2018. The Board discussed the top ten risks and agreed that the Risk Management Committee should look at the risks to ascertain where suicides should sit and if Accreditations should be included. A copy of the complete risk register can be provided to the Board.

9.1.2 Selected Performance Indicators – September 2018

The Board received, read and noted this report.

9.1.3 HealthPathways Dashboard Report – October 2018

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 and Risk Reports

(i) Quarterly Report

The Board noted the quarterly report for the period August – November 2018 is due in December 2018.

(ii) Medication

The Board received, read and noted this report.

9.5 Audit and Risk Committee Report – 21 September 2018 – 23 November 2018

The Board noted this report is due in December 2018.

9.6 Facility Reports – September 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.

(iii) Community Health

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

(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) Population Health

The Board received, read and noted the report.

(ix) Royal Prince Alfred Hospital

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

(x) Tresillian

The Board received, read and noted the Tresillian report.

(xi) Lifehouse

The Board received, read and noted the Lifehouse report.

(xii) Public Health Unit

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 noted the report for the period October 2018 – December 2018 is due in February 2019.

10. Matters for approval / resolution

10.1 Board and Committees Meeting dates for 2019

The Board received and approved the Board and Committee Meeting dates for 2019. The Chair advised the Board that there will be two more Board members appointed and this should be announced in December 2018. Discussions will occur re the need to fill the vacancies on the Finance, Risk and Performance Management and the Communications Committees. Board members are able to contact the Chair any time to express their interest in participating on any of the District Committees.

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 15 October 2018.

11.2 Education and Research Committee

The Board noted the meeting is to be held on today 19 November 2018.

11.3 Communications Committee

The Board received, read and noted the minutes of the meeting held on 23 October 2018.

11.4 Audit and Risk Committee

The Board noted the next meeting is to be held on 23 November 2018.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 24 October 2018.

11.6 Health Care – Clinical Council

The Board noted the next meeting is to be held on 28 November 2018.

11.7 Medical Staff Executive Council

The Board received, read and noted the minutes of the meeting held on 2 November 2018.

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

The Board received, read and noted the minutes of the meeting held on 3 October 2018.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 27 November 2018.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

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

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 10 October 2018.

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board noted the meeting held on 15 October 2018 was cancelled.

12.4 Surgical Demand Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 17 October 2018.

12.5 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 24 October 2018.

12.6 NSW Health / SLHD Performance Review Meeting

The Board noted the minutes of the meeting held on 6 November 2018 were not available.

12.7 Organ Donation for Transplantation

The Board noted the meeting to be held on 23 October 2018 was cancelled.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board noted the meeting to be held on 9 October 2018 was cancelled.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is to be held on 20 November 2018.

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

The Board received read and noted the minutes of the meeting held on 17 September 2018.

12.11 Concord Hospital Redevelopment Executive Steering Committee

The Board noted the meeting to be held on 24 October 2018 was cancelled.

13. Matters for noting

13.1 Presentation – Emergo Exercise

The Board received, read and noted this correspondence.

13.2 Complaint Handling Improvement Program (CHIP)

The Board received, read and noted this correspondence.

13.3 Update CRGH Accreditation Process

The Board received, read and noted this correspondence.

14. Other Business

14.1 Farewell to Board Member

The Chair advised that this is the last Board Meeting that Ms Joanna Khoo will attend. The Chair advised he is very appreciative of Joanna's significant, positive and helpful contribution to the District and that she was a delight to work with. The Board wished her well for the future.

15. Next Meeting

The next meeting is to be held on Monday 17 December 2018 at 9.30am.

The meeting closed at 11.00am.



Chair

17/12/2018

Date

Board Report

Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board November 2018

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 September 2018, with all RCAs completed within 70 days.

Mental Health has continued to be under significant pressure with a high number of seriously unwell patients. Mental Health Readmissions within 28 days have decreased in the month of July 2018 to 14.4%. This is an improvement on the June 2018 result of 18.2% and the July 2017 result of 15.1%.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation at 5.0% for the both the month and YTD August 2018, which is below the State rates of 5.8% and 5.9% respectively. Unplanned Emergency Presentations (same ED within 48 hours) were 3.9% for the month and 4.0% YTD September, which is below the State rates of 4.6% and 4.5% respectively.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 0.6 per 10,000 bed days for the month of August 2018. There were 0 Central Line Associated Bloodstream (CLAB) infections during August 2018. 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

Premium staff usage for Nursing, Allied Health and Medical staff decreased in September 2018 when compared to the same period last year by -1.06, -0.48 and -0.70 respectively. SLHD facilities are continuing to meet nursing hours per patient bed day.

Activity

There was a slight decrease (-1.92%) in the number of separations (14,314) for the month September 2018 when compared to the September last year. YTD separations have increased across the District by 1.64% in comparison to last year. In September the District's occupancy rate decreased by -4.43%, to 86.48% when compared to the 90.90% in September 2017. The YTD occupancy rate has decreased by -1.77%, to 87.60%, when compared to YTD September 2017. The District has experienced a -1.62% decrease in YTD case weighted attendances, when compared to the previous year.

There were 13,671 attendances to the District's Emergency Departments in September 2018, representing a decrease of 2.17% when compared to the same month last year. YTD Emergency Department attendances have decreased by -3.37% to 41,193.

Board Report

Emergency Treatment Performance (ETP) (formerly NEAT)

The District continues to improve ETP performance, with a 3.31% increase in the month of September 2018, to 68.78%, when compared to the same month in the previous year. YTD September there has been a 1.91% increase in ETP performance to 68.70% when compared to the same period in the previous year.

Transfer of Care

The District met the transfer of care (TOC) target (90%) in September 2018, with 93.83% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. YTD September 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 Triage Categories 1, 2, 4 and 5 for the month of September. The District continues to make improvements in relation to Triage Category 3 performance, which was slightly below target at 70.87% for the month of September, representing a 4.99% improvement on the 65.88% in September 2017.

Elective Surgery

There was a slight (-0.54%) decrease in surgical admission in the month of September 2018 when compared to the same month last year. YTD surgical admissions have increased by 0.59% 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. There has been an increase of 277 surgical patients not ready for care for the month of September 2018, when compared to the same month 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 an 8.7% increase in the number of Hospital in the Home overnight separations September YTD in comparison to the same period last year. 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 negative 0.95% variance to target for the month of August, excluding DWAU.

Stream	Target	Actual	Variation	Variation %
Acute	28,811	28,771	- 40	- 0.14%
ED	3,818	3,896	78	2.04%
NAP	8,234	7,797	- 437	-5.31%
SNAP*	2,323	1,980	- 343	-14.77%
MH Admit	2,816	2,643	- 173	- 6.15%
MH NAP	1487	1950	463	31.14%
Total	47,489	47,037	- 452	- 0.95%
Dental DWAU**	17,856	20,558	2,702	15.13%
Dental NWAU#	2,242	2,581	339	15.13%
Total (NWAU)	49,731	49,618	- 113	- 0.23%

Board Report

*142 ungrouped episodes

**DWAU September

NWAU=589/4691*DWAU

Sub and Non-Acute Patient (SNAP) Activity

The District Performance Unit continues to work with facility SNAP Coordinators to ensure all SNAP episodes are grouped. Of the District's 142 ungrouped episodes for YTD August, 85 are at Balmain Hospital; extended sick leave has impacted on the Facility's ability to ensure all episodes are grouped in a timely manner. Strategies have been put in place and additional staff trained, with performance expected to improve over the coming month.

The Independent Hospital Pricing Authority is conducting a national review of the Australian National Sub and Non-Acute (AN-SNAP) Classification to inform the development of the 5th version of the classification. Early feedback has been provided by key clinicians in the District, with more formal consultation still to occur at a State level.

Non-Admitted Patient (NAP) Activity

The State Data Mart upgrade took place in early October, however current year performance still remains unavailable the State NAP app. Following the upgrade, the District Performance Unit is updated the NAP STARS application, with final validation expected to be complete by the last week of October.

Clinical Costing

The District Performance Unit has made a first draft submission for the full Round 22.2 of costing, with a high quality score achieved for this first submission. The District Costing Team is working with facilities to address identified issues and mismatches between cost and patient activity. A number of meetings are scheduled with the Chief Executive and Finance to review each draft submission, prior to the final endorsement and submission by Friday 16 November.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of September 2018, SLHD recorded 19.25% of all patients discharged as privately insured.

For the YTD September 2018 there was a reduction of 126 (4.5%) patients who elected to use their private insurance compared to the same period last year, comprising:

- Reduction 59 (1.3%) at RPAH
- Reduction 12 (0.36%) at Concord
- Reduction of 73 (13.36%) at Canterbury
- Additional 6 (6.8%) at IRO
- Additional 10 (190%) at Balmain

The District recorded an increase of 780 separations, compared to the same period last year, across all facilities impacting the overall results.

For the month of September 2018 RPAH, Concord and Canterbury converted below their average monthly conversion rate for the past 12 months.

Balmain's increase in private patient conversions is a result of the Lever ward reopening in February 2018.

Single Room Usage

For the month of September 2018, 8.84% of patients were isolated as a result of an MRSA clinical alert.

For the month 25% of all available single rooms were occupied by private patients and 38% of all private patients were accommodated in single rooms.

SLHD Revenue Committee

Key notes:

- The SLHD Revenue Committee has agreed upon Revenue Operational Improvement Plan for 2018/19.
- A Policy Compliance Procedure for Medicare Ineligible Patients has been developed and distributed for consultation. The document guides the management of cost and revenue related to overseas patients in line with NSW Health Policy ensuring a standardised process for management and escalation of bad debt risk.
- A notable reduction in patient fee revenue performance across clinical streams was discussed with a cost centre level review of activity vs finance underway.

PERFORMANCE AND REDESIGN UNIT / REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The *Pitch* event was held on Friday 28 September at Kerry Packer Education Centre. The following two pitched ideas received full funding:
 1. *'Wake- Sense' - Awakening the senses of cognitively impaired patients on Wakefield Ward* by Tara Finnie, NUM in Wakefield Ward, Balmain Hospital received \$35,000. This pitch aims to create a safe and comfortable sensory area in the Wakefield Ward at Balmain Hospital where patients with a cognitive impairment can participate in activities.
 2. *Ortho Sonata* by Dr Daniel Carayannis, Anaesthetist, RPA received \$16,000. This project aims to improve patient's surgical perioperative experience by offering musical or visual entertainment.
- The next Pitch event will be held on Friday 30 November 2018 at Concord Medical Education Centre.

Clinical Redesign: CHR Projects

- The "A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA" Project (CHR 2018 – first intake) are in the final stages of the Diagnostic Phase. The team have conducted a number of focus groups, surveys and phone interviews for patients, carers and staff, as well as clinic observational studies (Ethics approval received – Protocol number X018-0250). Data collection is being finalised with the Diagnostic Report to be submitted end of November. The team will present the findings of the Diagnostic Phase to the project's steering committee and will promptly commence the Solution Phase of the Project.
- The Sterilizing and Perioperative Clinical Redesign (CHR 2017 – third intake) implementation phase is continuing. The ultrasonic cleaner is now operational. Reconfiguration of the department has been completed and packing stations modified to hold packing material. The Tdoc tracking system has been upgraded for this year & contract renewed with a 5 year agreement. A Loan set coordinator started on the 22nd of October and an additional 2 FTE are being advertised for the Sterilizing Department. The recommended daily huddle between the sterilising department and the operating theatres commenced approximately 5 months ago and quarterly meetings are also continuing. Finally, a TAFE sterilising course has commenced

Board Report

to upgrade all staff to certificate III including staff with no certification. Once this course is completed and a baseline for all staff is established, a fulltime educator will be recruited to maintain compliance level as per the project's recommendations.

Other projects

- The Electronic Ward Boards project involves the replacement of welcome cork boards usually located around the front entrance of wards and clinics with electronic boards for the purpose of welcoming patients into the wards as well as displaying some Key Performance Indicators and important messages. The implementation of this project has been phased. The 1st phase (pilot) includes 1 ward or clinic in each of the 4 hospitals within scope – Balmain, Canterbury, Concord and RPA. The locations within these hospitals have been identified by the General Managers and are as follows:
 - Balmain Hospital: Lever Ward
 - Concord Hospital: 6 North
 - RPA Hospital: 7 East 2 Colorectal
 - Canterbury Hospital: Outpatient clinic

The project implementation is progressing well. Quotes for all the required services and equipment have been sourced and key stakeholders have been engaged.

Accelerating Implementation Methodology (AIM):

- The next 2-Day AIM course is scheduled on 8-9 November 2018.

HealthPathways

Workgroups

One Workgroup was conducted in October:

- Sleep Health and Respiratory Failure 17 October 2018

Workgroup Outcomes

PATHWAYS TO BE DEVELOPED	CLINICAL RE-DESIGN OPPORTUNITIES
Respiratory Failure Assessment	Psychology input in public services for insomnia cases
Pre-sleep referral triage	
Insomnia	SYSTEM RE-DESIGN OPPORTUNITIES
CPAP therapy + troubleshooting	Electronic Allied Health clinic letters for GPs
Restless Limb syndromes	
Parasomnias	EDUCATION OPPORTUNITIES
Narcolepsy	GP CPD event for Abnormalities of sleep.
Obstructive Sleep Aponea	
Central Sleep Aponea	

Usage of HealthPathways

Provisional October (1 – 24) usage figures are tracking on par with the previous month.

	October 1 -24 2018	September 2018	May 2018	October 2017
Users	910	1,037	1,299	972
Sessions of use	4,082	5,192	6,022	4,787
Unique Page Views	12,048	15,569	18,409	15,023
Total Page Views	15,702	20,431	24,786	19,971

Platform Improvements

Work continues with the adoption of the mobile friendly platform. The project is on track to soft launch on 5 November 2018 followed by four weeks of user experience testing. All clinical changes have been completed at the Sydney end as well as graphic content changes and colour schemes.

Evaluation

The Menzies Centre for Health Policy's evaluation of the program is nearly at a point of completion and is to be officially handed over to the Chief Executives of SLHD and CESPHN on 5 November 2018.

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS

GENERAL FUND (GF)

The 2018/19 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 period ended 30 September 2018 based on the District's budgeted NCoS.

For the month of September 2018, Sydney Local Health District (SLHD) General Fund Expenditure was \$1.186M (0.83%) unfavourable to budget. GF Revenue was \$0.185M (0.14%) unfavourable to budget for the month. Year to date ending 30 September 2018 GF Expenditure was \$1.708M (0.39%) unfavourable to budget and GF Revenue was \$1.574M (0.36%) unfavourable to budget. Year to date (September 2018) the District's GF NCoS was \$3.282M unfavourable to budget.

The Chief Executive and the A/Executive Director of Finance are confident that the District will have an on budget NCoS result (excluding the impact of Doubtful Debts) for the 2018/19 financial year despite the continued challenges that are facing the District. To achieve the 2018/19 NCoS target the District will continue to maintain the good controls that it has in place and monitor performance on a daily basis.

The major variances for the month were:

Expenditure

- For the month of September 2018 GF Total Expenditure was \$1.186M (0.83%) unfavourable to budget, reflecting unfavourable results for Overtime (\$0.261M), Annual Leave Provision (\$0.383M), VMO Payments (\$0.920M), RMR (\$0.125M), G&S Medical & Surgical Supplies (\$0.541M) and G&S Prosthetics (\$0.873M) offset by favourable results in Salaries & Wages (\$0.428M), Other Employee Expenses (\$0.128M), G&S Admin (\$0.571M) and G&S Drugs (\$0.722M).
- YTD September 2018 GF Total Expenditure was \$1.708M (0.39%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages (\$2.336M), Overtime (\$0.334M), VMO Payments (\$1.127M), G&S Medical & Surgical Supplies (\$1.230M), G&S Special Services (\$0.463M) and G&S Prosthetics (\$0.404M) offset by favourable variances in Annual Leave Provision (\$0.573M), Other Employee Expenses (\$0.424M), G&S Drugs (\$1.014M), G&S Support (\$0.426M), G&S Admin (\$1.574M) and RMR (\$0.248M).

Revenue

- GF Total Revenue was \$0.185M (0.14%) unfavourable to budget for the month of September 2018. The result for the month reflects unfavourable variances in Facility Fees (\$0.463M), High Cost Drugs (\$0.355M) and Grants & Contributions (\$0.278M) offset by favourable

Board Report

variances in Patient Fees (\$0.448M), Rent Income (\$0.288M), Services to Other Organisations (\$0.597M) and Conference & Training Receipts (\$0.177M).

- YTD September 2018 GF Total Revenue was \$1.574M (0.36%) unfavourable to budget. The unfavourable YTD result reflects unfavourable variances in User Charges (\$2.690M), Grants & Contribution (\$0.657M) and Doubtful Debts (\$0.867M) offset by favourable variances in Patient Fees (\$1.511M) and Other Revenue (\$1.119M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$0.626M unfavourable to budget for the month of September 2018 and \$1.581M unfavourable to budget for the YTD September 2018. This YTD result reflects unfavourable budget variances for Expenditure (\$0.900M) and Revenue (\$0.681M).

CONSOLIDATED RESULT

For the period ended 30 September 2018, the consolidated year to date NCoS result for the General Fund and SP&T was \$4.864M unfavourable to budget. The consolidated result comprises unfavourable variances for Expenditure (\$2.608M) and Own Source Revenue (\$2.256M).

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

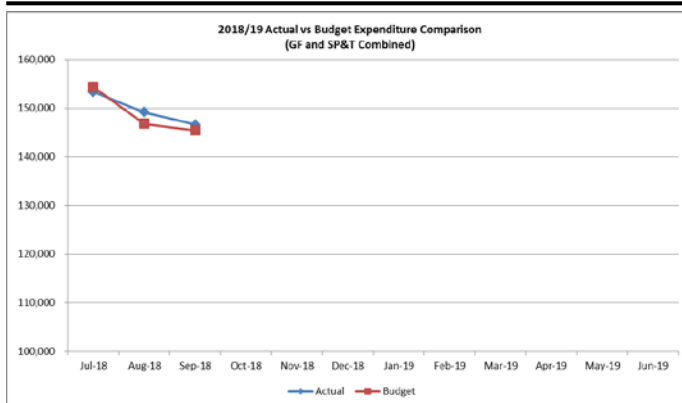
For the period ended 30 September 2018, SLHD recorded a Total Net Result of -\$10.224M (Note that Total Revenue was higher than Total Expenditure for YTD September 2018) which was \$5.338M (35%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD September 2018 was \$3.534M unfavourable to budget. The YTD Net Direct Operating Result reflects unfavourable budget variances in Expenditure (\$2.160M) and Revenue (\$1.374M).

For the month of September 2018 Total Direct Revenue was \$0.239M unfavourable to budget, comprising \$0.3652M favourable variance for the General Fund and a \$0.604M unfavourable variance for the SP&T Fund. YTD Total Direct Revenue was \$1.374M unfavourable to budget, comprising unfavourable variances for the General Fund (\$0.725M) and SP&T Fund (\$0.649M). The YTD result for the GF reflects unfavourable variances in User Charges and Grant Income offset by favourable results for Patient Fees and Other Income. Total Direct Expenditure was \$1.224M unfavourable to budget for the month of September 2018, comprising unfavourable results for the General Fund (\$1.0578M) and the SP&T Fund (\$0.167M). YTD Total Direct Expenditure was \$2.160M unfavourable to budget, comprising \$1.952M unfavourable variance for the General Fund and a \$0.208M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages (\$2.336M), Overtime (\$0.334M), Direct Clinical Operating (\$1.081M) and VMOs (\$1.127M) offset by favourable results for On-costs (\$0.947M), G&S Corporate & Operational Admin (\$1.573M) and G&S Support Services (\$0.426M).

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 30 September 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 September 2018.

The cash balance at 30 September 2018 for the SLHD Operating bank account was \$6.478M and the Operating Cash book balance was \$6.258M.

CAPITAL WORKS – SMRS PROJECTS

As at 30 September 2018 the District's Full Year Capital works budget relating to SMRS Projects is \$10.845M comprising \$1.985M of MoH funded projects and \$8.860M of locally funded projects. In September 2018, two ARRP MoH funded projects (CRGH Window Frame and Medical Air Compressors Replacements: \$0.834M) and one locally funded project (RPAH Gloucester House Demountable Buildings: \$0.351M) were approved by MoH.

Actual expenditure as at the end of September 2018 was \$1.562M which is marginally below budget.

OTHER CAPITAL PROJECTS

As at the end of September 2018, the District has expended a total amount of \$0.099M on project relating to Patient Billing and Tracking System (hTrak). The total expenditure of \$0.099M was sourced from General Fund.

CAPITAL WORKS

RPA Building 63 - RPU

Mechanical consultants have been engaged and documentation underway – awaiting room data sheets. Structural demolition is now completed. Structural Steel installation is also complete. Mechanical and electrical documentation are underway.

Balmain Sorrie Street – Boundary Fence – Car Park

Painting, landscaping and low level retaining wall are now complete. Line marking will be undertaken in early October.

Canterbury Staff Specialist Office

Painting is complete. Joinery has been installed. Lock hardware has been rectified. Mechanical services have been installed and defects are complete.

Concord Building 86 Medical Records – Decanting

Framing is now complete. Hydraulic rough in is complete – fit off underway. Staff toilets draining has commenced. Electrical rough in is complete with fit off underway. Communications room fit off is complete. Mechanical services, Fire detection rough in, flooring installation, joinery installation and shelving installation is 90% complete. Security rough in 75%. The lift has been installed.

Concord Building 83 Veterans Services

Painting, perimeter fencing and landscaping is now complete. Line markings are underway. Defects have been completed. Centre has been occupied.

Concord Building 86 Environmental Services

Demolition and mechanical service rough in is complete. Building works, electrical rough in and hydraulic rough in have all commenced.

PLANNING

Facility Strategic Plans

Workshops, organised in collaboration with the facility were held at Canterbury, Concord, and Balmain hospitals. Population Health, Community Health and Allied Health workshops were also held. These workshops had the dual aims of actioning the SLHD Strategic Plan and ensuring that facility-specific strategies were incorporated.

Clinical Stream Position Papers

A number of meetings and discussions were held with Clinical Stream leaders to progress the revision of their Position Papers.

Aboriginal Health Consultation

A three hour workshop has been collaboratively organised between Planning and the Aboriginal Health Unit. All Aboriginal Health workers, Aboriginal community organisations and some community members as well as the clinical service and facility executives have been invited. The purpose is to ensure that the forthcoming strategic plans have a clear purpose to improve Aboriginal Health.

Each of these plans will be accompanied by an Aboriginal Health Impact Statement as per the requirements of the SLHD Aboriginal Health Plan.

Urban Development and Innovation Precincts

Further meetings have been held to discuss the new technology and innovation precinct, which covers the Central to Eveleigh area. The Director of Planning is on the Technical Working group. It is planned that a significant announcement will be made in late November.

A further discussion of the proposed Parramatta Road biotechnology hub was held.

Camperdown-Ultimo Collaboration Area Place Strategy has been approved by the Greater Sydney Commission (GSC) and will feature in the revision of the GSC District plans early next year.

Youth Health and Wellbeing Plan

Meetings have been held at Strathfield Girls High School to plan the launch of the Youth Health and Wellbeing Plan. Performances and videos have been developed by the students.

RPA HealthOne (HO) East (Green Square)

Two sites are being explored in greater depth for the Green Square, RPA HealthOne East service. A meeting was held with the CEO of Landcom to further discuss collaborative opportunities in Green Square.

A Business Case for Waterloo HealthOne has been prepared. This will be issued to UrbanGrowth NSW as an expression of interest for inclusion in the Waterloo Metro Quarter development.

An information session was organised with the Land and Housing Commission to consult the SLHD about the three master plan development options for the Waterloo estate.

The SLHD has written to seek the support of each of the participating universities and the CESPHE for a Clinical Director position for the HealthOne.

The Planning Unit is drafting the Waterloo Health and Wellbeing Plan which will articulate to the FACS-led Waterloo Human Services Framework and Plan.

SYDNEY RESEARCH

Office for Health and Medical Research (OHMR) – Translational Research Grants Scheme (TRGS)

Of the original 23 received EOIs with SLHD nominated as the host organisation, the successful EOIs have been submitted to OHMR for review. Seven TRGS EOIs were received from other LHDs with SLHD named as a partner organisation. Successful applicants will be invited to submit a full application from early December.

Sydney Health Partners (SHP)

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

- The Boston Consulting Group will be facilitating a strategic planning workshop on 13 December 2018 for inclusion in the SHP Strategic Plan for SHP.
- Sydney Research continues to be the “single point of contact” with SLHD for the proposed Siemens GDS initiative. Several meetings have been held/are scheduled:
 - 26 September 2018 – GDS Partnership Council
 - 9 October 2018 – Tech Workshop 1
 - 19 October 2018 – IP Workshop 1
 - 24 October 2018 – Tech Workshop 2
 - 29 October 2018 - GDS Partnership Council 2
 - 8 November 2018 – IP Workshop 2
 - 13 November 2018 – Tech Workshop 3
- SHP are hosting their second annual Implementation Science Symposium, “*Unlocking Research: Health System Improvement through Effective Implementation*”, to be held Monday 19 November 2018.
- 25 MRFF applications that were rated as high priority by LHDs/SCHN were evaluated by SHP panel on 8 September.
SLHD is nominated as the lead health service on four recommended projects (listed below) with the funding recommendations being endorsed by the SHP Governing Council:

Board Report

Lead applicant	Primary organisation	Lead Health Service nominated	Project title	Project summary	Proposed funding
Dr Elizabeth Cayanan	Royal Prince Alfred Hospital	Sydney Local Health District	Weight loss for sleep disordered breathing: translating sleep, lifestyle, energy, eating, exercise program into practice	to translate SLEEP into the public health system through a pilot study at RPAH	\$165,000
Professor Cathie Sherrington	University of Sydney	Sydney Local Health District	Better participation in exercise for people aged 50+ and people with physical disabilities through health professional education	to evaluate the effects of comprehensive online training on health professional referral to suitable exercise and sport for people 50+ and people with physical disabilities	\$150,000
Professor Ron Grunstein	Woolcock Institute of Medical Research	Sydney Local Health District	Oximetry screening to detect sleep-disordered breathing in severe mental illness	to evaluate a model of care that detects and treats SDB in patients with severe mental illness via home oximetry	\$120,000
Professor Woosung Sohn	University of Sydney	Sydney Local Health District	Scaling up a school-based fluoride varnish program for Aboriginal children in New South Wales	to scale up a current fluoride varnish program targeting Indigenous children in NSW, by extending the program over 18 mths (instead of 12 mths) and by expanding a current pilot to include schools from Western Sydney and Sydney Local Health Districts. It will also test a nationally agreed standard school-based fluoride varnish protocol that is simpler than the one being currently used	\$170,000

Precinct Planning

A number of related initiatives are progressing concurrently:

- RPA clinical services planning and facility master planning for redevelopment.
- Sydney Research Centre Project Planning and Collaboration Steering Group.
- Camperdown-Ultimo Collaboration Area (identified by the Greater Sydney Commission and included in their Eastern City District Plan).
- Sydney Innovation and Technology Precinct (announced by the Premier in August 2018. This originally focused on Central to Eveleigh, and now includes the Camperdown-Ultimo Collaboration Area).
- Zoning for a Biomedical Hub at Parramatta Rd-Pyrmont Bridge Rd (as part of the Inner West Council's Parramatta Road Urban Transformation Corridor).

Board Report

The Sydney Research team has provided support to the establishment of a Strategic Infrastructure Governance Committee which will provide strategic oversight over these initiatives to optimise SLHD participation and return.

STRIVE Research Impact and Commercialisation Series

The final session in the 2018 STRIVE Series was held on 24 October, focusing on Funding and Financial Pathways. Dr Melissa McBurnie, Investment Manager, Brandon Capital/Medical Research Commercialisation Fund and Dr Jenny Petering, Partner FB Rice (IP firm) and angel investor (Scale Investment) spoke at the session, at which 15 people attended.

An evaluation of the 2018 STRIVE program will be completed which will guide development of the 2019 program.

PFCC Research Working Group

The Patient and Family Centred Care Research Working Group has completed the literature scan, "Consumer engagement in health research: key themes in the literature". It is intended that this will be prepared for publication with the support of the Working Group.

Discussion of the literature scan has led to development of a framework for a local environmental scan to ensure equitable, sensitive and appropriate opportunities for three way engagement between consumers, SLHD and researchers for the mutual benefit of all parties in improving patient care.

The next meeting will be held on 14 November 2018.

The Australian

The Australian has released their 2018 special report on research, featuring Sydney Research and an op-ed from Dr Teresa Anderson AM. The full report can be accessed via:

<https://specialreports.theaustralian.com.au/1163512/>



RESEARCH BRINGS HOPE

As Australia transitions to an ideas economy, the development and commercialisation of research, clinical practice and innovation will be paramount in the nation's ongoing economic success.

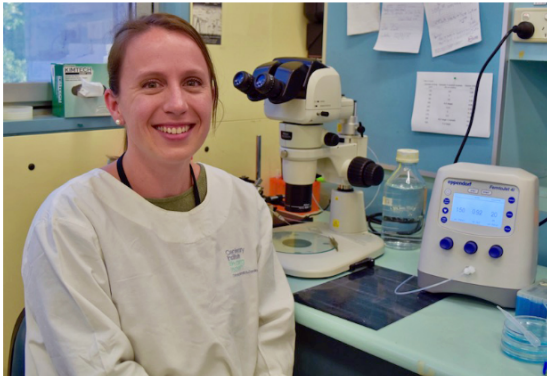
Investing in innovation is best harnessed through the development of dedicated precincts centred on the catalytic institutions of science, health, education and technology.

The Sydney Research Precinct is unique in its clustering of established, world-class institutions located in the heart of a major international city.

Sydney Research Annual Health Research Infrastructure Award (AHRIA)

The following article was published on the Centenary website, after a tweet from 2018 AHRIA winner, Dr Elinor Hortle:

FUNDING BOOST PROVIDES TB SCIENTIST WITH VITAL EQUIPMENT



28/09/2018

A young Centenary scientist looking into new ways to treat the world's deadliest infectious disease, tuberculosis, has used a \$10,000 funding award to invest in a critical piece of equipment.

Dr Elinor Hortle was among three Centenary scientists to take home top prizes of the 2018 Sydney LHD Innovation and Research Awards in June.

Dr Hortle won the Annual Health Research Infrastructure Award, which provides a high-achieving early-career scientist with funding to purchase, maintain or hire equipment associated with a basic science research project.

As part of the Immune-Vascular Interactions Laboratory, Dr Hortle has used the funding to purchase a micro-injector, a machine which is able to inject very small amounts of substance (about 2nl, or 0.000002 ml per injection).

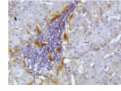
Dr Hortle says the micro-injector is critical to her research.

"My research relies almost entirely on genetically modified fish – so that's fish either expressing fluorescent proteins in particular cell types, or fish that have had genes that we're interested in turned off.

"To make these genetically-modified fish, we have to inject DNA or RNA into the single-cell stage of the embryo. A single cell is very tiny, hence the need for a micro-injector."

LATEST NEWS

NEW KNOWLEDGE ABOUT A POTENTIAL P...



Centenary scientists have discovered dozens of new likely targets for a particular enzyme within most tumours, paving the way for the development of more effective cancer therapies.

FUNDING BOOST PROVIDES TB SCIENTI...



A young Centenary scientist has used funding from a Sydney LHD Award to buy a micro-injector.

FINALISTS NAMED IN PRESTIGIOUS PR...



Three finalists are vying for gold in the 2018 Centenary Institute Medical Innovation Awards, with a total prize pool of \$55,000 on offer.

ALL NEWS

Other Activities

- Sydney Research have met with a number of stakeholders to progress initiatives including:
 - Derek Van Dyk to discuss potential areas of collaboration with Medtech Actuator NSW.
 - George Johnson to receive updates on the Sydney Institute for Women, Children and their Families.
 - Dr Stephen Hollings to explore the option of physically locating of some Cell and Molecular Therapy staff within the Heart Research Institute
 - Prof Maree Teesson, Prof Paul Haber and Lou-Anne Blunden to identify alignment and links between Prof Teesson's incoming research program, and Prof Haber's research and clinical service delivery
 - Rick Halliday, Andy Denver, Prof Ed Byrne and Prof Bruce Robinson to further strengthen the vision and potential opportunities presented by the plans for the Camperdown Bio-Hub
 - Richard Sokolov and George Sidis from IDE, a commercialisation group who will participate in the Big Idea 2019
 - Lou-Anne Blunden, A/Prof John Eastwood and Prof Tim Lambert to discuss opportunities within the Integrated Care portfolio
 - Dr Lisa Horvath and Dr Teresa Anderson AM to receive an update on the NSW Early Phase Clinical Trials Alliance (NECTA) and progress potential further support of the program
- Sydney Research attended a number of events representing Sydney Research and/or SLHD including:
 - The 2018 Boyer Lecture, delivered by Prof John Rasko (9 October 2018)
 - The Health Systems Sustainability All-Day Workshop (16 October 2018)
 - The inaugural ACI Research Marketplace: Trading Collaboration in Research Translation and Improvement (22 October 2018)
 - The OHMR Intellectual Property Review Workshop (25 October 2018)

- Planning has commenced for Innovation Week 2019. Sydney Research attended the first group meeting on 9 October and has coordinated a follow-up meeting on 29 October to discuss the events being held on Thursday 27 June 2019.
- HRI's Illuminate dinner being held 26 October 2018 will disseminate copies of the Sydney Research Biennial Report.
- @SydneyResearch currently has 523 followers on Twitter.

LIFEHOUSE

The District and Lifehouse have continued planning for the 5 year anniversary of the opening of Lifehouse. A joint open day for RPA and Lifehouse for the community and staff will be held on 5 November and will include stalls and activities along Missenden Road and within both facilities.

MENTAL HEALTH

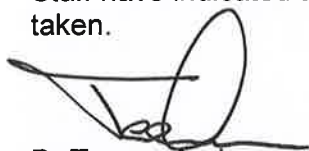
The District has continued to work on a range of strategies in consultation with staff to improve the safety of staff and patients. This is following a number of serious incidents impacting on wellbeing and safety of Mental Health staff and patients due to a significant increase in aggression and violence of a number of seriously unwell mental health patients both within the Mental Health unit and emergency departments and in the community.

The safety of our staff and patients is paramount and the District is reviewing its procedures to determine what additional measures can be taken to prevent such incidents occurring. As indicated last month additional nursing and allied health staff have been allocated to the McKay Intensive Psychiatric Unit at Concord Centre for Mental Health including afterhours and on weekends. This has been well received by staff.

As indicated last month, the District has received \$1.5M enhancement to undertake minor capital works to improve the environment of McKay Unit. Planning to undertake these works is being finalised so as not to disrupt clinical services during the works.

Following a meeting held on Friday 12 October with mental health staff, the Executive of Mental Health and the Chief Executive and Executive Director of Operations of SLHD, a pilot rapid response team will also be trialled over the next 6 months. The Mental Health Executive are working with the staff on the details for the pilot including visiting The Alfred in Melbourne who have a similar model.

Staff have indicated that they felt supported by the District and are appreciative of the measures being taken.



Dr Teresa Anderson AM

Chief Executive

Date: 19.11.19