Minutes

Health
Sydney
Local Health District
NSW GOVERNMENT

Sydney Local Health District

Eighty Sixth Meeting of the Board

Date: Monday 15 April 2019

Time: 8.30am – 10.30am

Venue: SLHD Boardroom

Chair: The Hon. Ron Phillips AO

Acknowledgement of Country

"I would like to acknowledge the Gadigal people of the Eora nation the traditional owners of the land and to pay my respects to Elders past and present and Aboriginal people attending today's meeting"

1.   Present and apologies

The Hon. Ron Phillips AO, Chair
Ms Victoria Weekes, Member
Dr Thomas Karplus, Member
A/Professor Christine Giles, Member
Dr Mary Haines, Member
Dr Karen Luxford, Member
Mr Richard Acheson, Member
Ms Ronwyn North, Member
Ms Frances O'Brien, Member
Professor Paul Torzillo AM, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

Ms Susan Anderson, Member
Mr David McLean, Member
Dr Tim Sinclair, Acting Director, Operations

In attendance

Ms Nerida Bransby, Secretariat
Dr Alicja Smiech, Chair, Medical Staff Executive Council (departed 10.50am)
Ms Ivanka Komusanac, Executive Director Nursing and Midwifery Services, SLHD (departed 10.50am)

2.   Welcome and introductions

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

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The Chair offered his condolences to Ms North on the recent passing of her husband and welcomed her back to the Board meeting.

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 – 18 March 2019

The minutes of the Board meeting held on Monday 18 March 2019 were moved and seconded with the following amendments:

11.4   Audit and Risk Committee should read:-

The Board received and noted a copy of the District's Risk Register sent via email. Following discussions, the Board agreed to have the Risk Register placed on the Board agenda as a standard agenda item in addition to the monthly Finance Risk and Performance Management reports and the monthly Risk Management Summary reports.

13.5   Correspondence to Deputy Secretary re RPAH ETP

Remove first dot point and add to read: -

Challenges faced by the RPAH Emergency Department to meet the emergency treatment performance demands.

The Chair then signed the minutes.

4.2   CE Report – March 2019

The Chair declared that the CE Report for March 2019 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 representative from Health Infrastructure to attend a future Board Meeting will occur following permanent recruitment to the position of Chief Executive.

- A Business Case will be provided to the FRAPM Committee and the Board for discussion on the Sydney District Nursing Service following the review.
- The MDACC Terms of Reference are being reviewed. A brief will be provided at the next meeting to ratify the composition of the Committee.
- A copy of the Diabetes Plan was forwarded to the Board Members on 1 April 2019. This agenda item can be removed from the action list.
- Information re the zero tolerance of aggression to staff and patients was circulated to the Communications Committee. This agenda item can be removed from the action list.
- The Risk Register has been included as a standing Board agenda item. This agenda item can be removed from the action list.

5.2   Brief – Ready for Working in Health – An Aboriginal Initiative

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

5.3   Review – Neonatal Birth Trauma

The Board received, read and noted this report. A further review on the remaining hospital acquired complications will be provided at the next meeting.

5.4   SLHD Infrastructure Overview

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

5.5   Strategic Planning Framework

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

6.   Patient Story

The Chief Executive provided a verbal report on a homeless patient involving teams from Aboriginal Health, Mental and Drug Health Services.   The Board agreed to the need for staff to be aware of the services available for homeless people. The Board recommended an article in HealthMatters and other communications on community housing providers.

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 2019

The Board received and noted the Board Calendar for 2019.

8. Chairman's Report

The Chair reported:

- The Chief Executive's report now includes information on Staff Safety as recommended by the Finance, Risk and Performance Management Committee.
- The whole of June 2019 will be taken as annual leave for the Board Chair.
- Correspondence has been sent to the Minister recommending Ms Victoria Weekes as the Deputy Chair and acting Chair for June 2019.
- Ms Weekes will step down as the Chair of the Education and Research Committee. A/Professor Giles will now Chair this Committee.

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 Readmissions within 28 days slightly decreased for the month of December to 17.4%, from November result of 19.8%. There has been a slight increase (1.7%) in the percentage of Mental Health Readmissions within 28 Days as of YTD December 2018 in comparison to the same period last year. The District continues to focus on strategies to improve mental health performance and capacity.
- The District continues to perform well in relation to unplanned readmissions within 28 days of separation at 5.9% for the month of January and 5.5% YTD January, which is below the State rates of 6.3% and 6.2% respectively. Unplanned Emergency Presentations (same ED within 48 hours) were 4.6% for the month of February and 4.2% YTD February, which are below the State rates of 4.9% and 4.8% respectively.
- The first paragraph on Work Safety is to be reworded to include numbers.
- Discussions regarding the difference between stress claims and performance issues are occurring with the MoH, Unions, Colleges and the Culture Steering Committee.
- Safework are continuing their investigations into the two serious incidents relating to patient aggression.
- The District is seeking a review on the Improvement Notice relating to the counter at the CCMH.
- The District continues to work on ETP performance, with a -2.55% decrease in the month of February 2019, to 68.30%, when compared to the same month in the previous year. YTD February there has been a -1.24% decrease in ETP performance to 69.15% when compared to the same period in the previous year. However, it should be noted that YTD February, 841 additional patients have been admitted, referred or discharged within four hours of presentation, when compared to the same period in the previous year. Increased complexity in presentations to the ED remains a challenge. Daily ETP teleconferences occur to look at the capacity for each facility.
- The need to look at numbers not percentages to manage KPIs.

- Regular teleconferences occur with all Districts during the winter period.
- There will be no loss of beds during the renovations to RPAH.
- Leading Better Value Care Committee is looking at complexities for on-going care.
- There were 73 additional emergency surgeries performed in February 2019 when compared to the same period last year, representing a 7.7% increase. YTD emergency surgery has increased by 383 cases (4.5%) across the District.
- For the month of February 2019, Sydney Local Health District (SLHD) General Fund Expenditure was $1.563M (1.14%) unfavourable to budget. GF Revenue was $1.307M (1.05%) favourable to budget for the month. For the period ended 28 February 2019, GF Expenditure was $4.527M (0.39%) unfavourable to budget and GF Revenue was $3.279M (0.29%) unfavourable to budget. For the year ended 28 February 2019, the District's GF NCoS was $7.806M unfavourable to budget.
- Health Pathways is progressing well.
- RPAH received a bequest last Friday for $1.3M.
- Mr Ross Sinclair has been appointed as the Director of Finance commencing on 6 May 2019. Mr O'Connor will now focus on the Business Cases.
- Sydney Research is progressing well.
- The first Embedding Quality Research into Local Health Districts Steering Committee for 2019 was held on Friday 15 March 2019. The membership of this Committee has been expanded to include all NSW Health Local Health Districts and Specialty Health Networks to ensure that all are involved in the process of ensuring as a state, there is active and sustained commitment to participation in and translation of quality research to deliver better health outcomes for all communities.
- The need to progress to stage 2 capital works planning for Canterbury and Concord remains on the Districts agenda.

9.1   Finance and Performance Reports

    9.1.1   SLHD Board reporting pack – February 2019

        The Board received, read and noted the SLHD Board Reporting Pack for February 2019.

    9.1.2   Selected Performance Indicators – February 2019

        The Board received, read and noted this report.

    9.1.3   HealthPathways Dashboard Report for 1 - 20 March 2019

        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 this report for the period January - March 2019 is due in June 2019.

(ii)   Complaints Managements

The Board received, read and noted this report.

(iii)   SLHD Risk Register

The Board noted this report is due in June 2019.

9.5   Audit and Risk Committee Report – Period 27 November 2018 - 14 March 2019

The Board noted the report is due in May 2019.

9.6   Facility Reports – February 2019

(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. A letter of appreciation is to be sent to the Mental Health Team from the Board.

(vii)   Oral Health Services and Sydney Dental Hospital

The Board received, read and noted the Oral Health Services and Sydney Dental Hospital facility report. The Chief Executive provided a verbal report on the Titanium Project. Concerns re quality and security levels have now been acknowledged.

(viii)   Population Health

The Board received, read and noted the report in particular the success of the Multicultural HIV and Hepatitis Service (MHAHS) working with English Australia (language colleges) to provide HIV education to international students. To date over 1,000 international students have attended the sessions, 700,000 social media impressions have been generated and 2,000 safe sex packs have been distributed through this project. The Board agreed this initiative should be nominated for an award.

(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, in particular the cold chain practices relating to a dedicated fridge to monitor the temperature of vaccines.

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

The Board received, read and noted the report. The Board discussed the success of the Equity Fest noting it was videoed. A copy of the link to the video is to be forwarded to the Board.

(xiv)   Croydon / Marrickville / Redfern Community Health

The Board received, read and noted this report.

(xv)   Organ Donation for Transplant – Quarterly Report

The Board noted the report is due in May 2019.

10. Matters for approval / resolution

Nil to report

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 11 March 2019.

11.2 Education and Research Committee

The Board received, read and noted the minutes of the meeting held on 19 March 2019. Focus for this Committee is measuring the economic impact on research.

11.3 Communications Committee

The Board noted the next meeting is to be held on 7 May 2019.

11.4 Audit and Risk Committee

The Board received, read and noted the minutes of the next meeting held 14 March 2019. A copy of the Workplace Culture Action Plan will be provided to the Board.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 27 March 2019.

11.6 Health Care – Clinical Council

The Board noted the next meeting will be held on 22 May 2019.

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 10 May 2019.

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

The Board noted the meeting to be held on 3 April 2019 was cancelled.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 26 March 2019. The Board requested Aboriginal Health data be made a priority for STARS.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 21 March 2019.

12.2   Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 12 February 2019.

12.3   SLHD Targeted Activity and Reporting Systems (STARS)

The Board received, read and noted the minutes of the meeting held on 21 February 2019.

12.4   Surgical Demand Committee (bi-monthly)

The Board noted the next meeting is to be held on 17 April 2019.

12.5   Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 27 March 2019.

12.6   NSW Health / SLHD Performance Review Meeting

The Board received, read and noted the minutes of the meeting held on 5 March 2019.

12.7   Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 26 March 2019.

12.8   Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 12 March 2019.

12.9   Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is being held on 16 April 2019.

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

The Board noted the next meeting is to be held on 24 June 2019.

12.11 Concord Hospital Redevelopment Executive Steering Committee

The Board noted the minutes of the meeting held on 25 March 2019 were not available.

13. Matters for noting

13.1   Brief Aboriginal Health Trainee Graduation

The Board received, read and noted this correspondence.

13.2   Facilities and Services - Deep Dive

The Board received, read and noted the information concerning the schedule of the deep dive presentations to the Board. The Board supported this schedule.

Minutes

14. Other Business

14.1   Flu Vaccinations

The District will be conducting mass vaccination sessions at four facilities this year. Vaccinations for the Board will be available prior to the next meeting.

Next Meeting

The next meeting is to be held on Monday 20 May 2019 at 9.00am.

The meeting closed at 11.15am.

_____
Chair

20/ 5 /2019
_____
Date
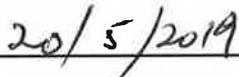
Board Report

Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board - April 2019

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 February 2019, with all RCAs completed within 70 days.

Mental Health Readmissions within 28 days slightly decreased for the month of December to 17.4%, from November result of 19.8%. There has been a slight increase (1.7%) in the percentage of Mental Health Readmissions within 28 Days as of YTD December 2018 in comparison to the same period last year. The District continues to focus on strategies to improve mental health performance.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation at 5.9% for the month of January and 5.5% YTD January, which is below the State rates of 6.3% and 6.2% respectively. Unplanned Emergency Presentations (same ED within 48 hours) were 4.6% for the month of February and 4.2% YTD February, which are below the State rates of 4.9% and 4.8% respectively.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 1.5 per 10,000 bed days for the month of January 2019. There were 0 Central Line Associated Bloodstream (CLAB) infections during January 2019. Ongoing education and training in infection control strategies and CLAB awareness discussions at ICU morbidity and mortality meetings continue.

The District remains within benchmark for all reported Hospital Acquired Complications (HACs) except for Neonatal Birth Trauma (per 1,000 bed days) and 3rd or 4th Degree Perineal Lacerations during Delivery (per 1,000 bed days). The District Coding Unit continues to work with Women's Health, Neonatology and Paediatrics to ensure the accuracy and timely review of all occurrences. The SLHD Clinical Governance Unit oversee and are reviewing the remaining HACs where clinical variation may be present.

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

Workforce

The District continues to focus on strategies to ensure our workforce has the appropriate skill mix and levels to meet demand. Premium staff usage for Medical, Nursing and Allied Health increased for February 2019 compared to the same period last year by 0.45, 1.84 and 0.16 respectively. SLHD facilities are continuing to focus on meeting nursing hours per patient bed day.

Board Report

NSW GOVERNMENT | **Health** Sydney Local Health District

Staff Safety

There were an increased number of incident notifications (148) in February 2019 with a significant increase in new workers compensation claim notifications (39) compared to the same period last year (18). The increase in claims was predominantly at RPAH and across all occupational groups and accident types and coincides with an increase in activity at RPAH for this period with bed occupancy 91.32%.

The impact is less marked on the total number of claims YTD (187) compared to last year (174). While manual handling remains the most frequent cause of workers compensation claims (40%), there has been some increase in claims related to being hit (including aggression) and mental stress over the past year. The District continues to address these issues with specific programs.

SLHD Incidents and Claims 2017/2018 - 2018/2019
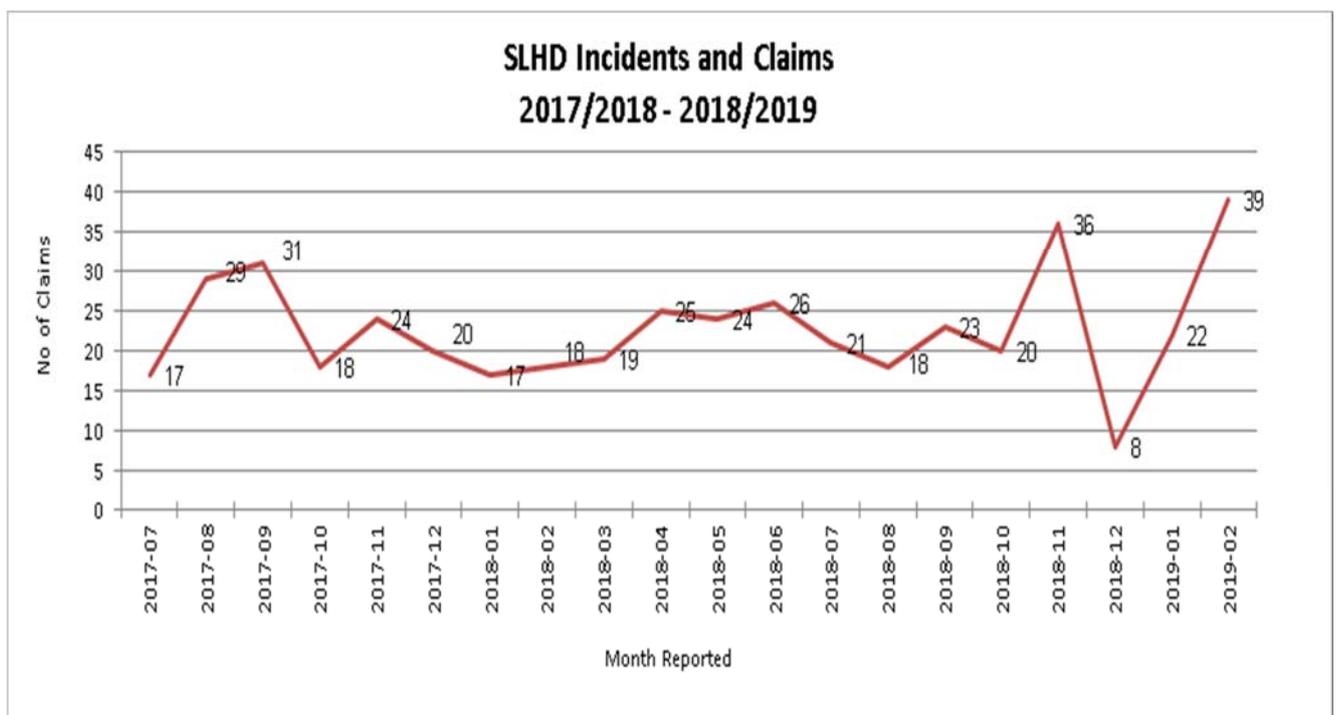
There were 2 serious incidents reported directly to SafeWork in February 2019. A trolley fell from a loading dock at RPAH and hit a contractor and a wards person at RPAH tripped and fell and sustained a fractured arm. SafeWork has determined not to investigate these incidents at this time.

SafeWork continue their investigations of two serious incidents related to patient aggression.

At Concord Centre for Mental Health McKay Unit in September 2018 a staff member was injured during the restraint of an aggressive patient. SafeWork have required production of documents including incident reports, duress alarm reports, patient management plans and building plans and issued six Improvement Notices. Two Improvement Notices remain open as the SafeWork Inspector is not satisfied with the District's responses. One relates to incident reporting in the NSW Health Incident injury Management System (IIMS) and the other is the requirement for a risk assessment and staff consultation for the proposal to remove the counters in the McKay Unit as part of an upgrade. SafeWork have since issued a Prohibition Notice barring removal of the counter.

The District is seeking a review of this Prohibition Notice. The NSW Nurses Association has also raised issues in relation to this incident. They have requested access to documents related to consultation with staff and IIMS records using their WHS right of entry powers.

SafeWork also continue their in investigation of an incident at RPAH in January 2019 in which a patient waiting for admission was stabbed by another patient also waiting for admission. This incident also involves NSW Ambulance and HealthShare Non-Emergency Patient Transport. SLHD has received three requests for documents including incident reports and investigation, CCTV footage, patient medical record, duress alarm reports, policies and risk assessments.

Activity

There was an increase (3.29%) in the number of separations (13,931) for the month February 2019 when compared to the February last year. YTD separations have increased across the District by 2.03% in comparison to last year. In February the District's occupancy rate increased by 9.63%, to 91.05% when compared to the 81.42% in February 2018. The YTD occupancy rate has increased by 0.91%, to 86.07%, when compared to YTD February 2018.

There were 13,703 attendances to the District's Emergency Departments in February 2019, representing an increase of 8.63% when compared to the same month last year. YTD Emergency Department attendances have increased by 2.90% to 113,063. YTD case weighted attendances have increased by 3.85%, when compared to the previous year.

Emergency Treatment Performance (ETP) *(formerly NEAT)*

The District continues to work on ETP performance, with a -2.55% decrease in the month of February 2019, to 68.30%, when compared to the same month in the previous year. YTD February there has been a -1.24% decrease in ETP performance to 69.15% when compared to the same period in the previous year. However, it should be noted that YTD February, 841 additional patients have been admitted, referred or discharged within 4 hours of presentation, when compared to the same period in the previous year. Increased complexity in presentations to the ED remains a challenge.

Transfer of Care

The District met the transfer of care (TOC) target (90%) in February 2019, with 90.44% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. YTD February, 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 February. The District continues to make improvements in relation to Triage Category 3 performance, which was slightly below target at 72.25% for the month of February, representing a 1.90% improvement on the 70.35% in February 2018.

Elective Surgery

There was a slight (2.50%) increase in surgical admissions in the month of February 2019 when compared to the same month last year. YTD surgical admissions have increased by 2.01% 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 18.9% decrease in the number of surgical patients classified as 'not ready for care' for the month of February 2019, when compared to the same month last year.

Emergency Surgery

There were 73 additional emergency surgeries performed in February 2019 when compared to the same period last year, representing a 7.7% increase. YTD emergency surgery has increased by 383 cases (4.5%) across the District.

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 4.5% increase in the number of Hospital in the Home (HiTH) overnight separations February YTD in comparison to the same period last year. As previously indicated, the District would have had significant difficulty in managing the demands of the previous winter and summer increased activity levels 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 0.61% variance to target for YTD February, excluding DWAU.

Stream	Target	Actual	Variation	Variation %
Acute*	107,425	108,078	652	0.61%
ED	7,787	7,845	57	0.74%
NAP	30,440	29,713	-727	-2.39%
SNAP	7,836	7,965	129	1.65%
MH Admit**	11,276	10,994	-282	-2.50%
MH NAP***	4,921	6,131	1,210	24.59%
Total	169,685	170,726	1,040	0.61%
Dental DWAU	42,715	50,629	7,914	18.53%
Dental NWAU#	5,071	6,011	940	18.53%
Total (NWAU)	174,757	176,737	1,980	1.13%

*February is 91.02% coded, 1,133 uncoded episodes
**February is 88.76% coded, 77 uncoded episodes
***January data
NWAU=589/4691*DWAU

The Service Level Agreement (SLA) and activity purchasing negotiations between the District and the Ministry of Health are progressing well. The second round negotiation meeting will be held in April 2019.

The District Performance Unit has commenced preliminary work for the setting of the 2019/20 activity targets.

Sub and Non-Acute Patient (SNAP) Activity

The District Performance Unit has provided a number of Synaptix (the SNAP data collection platform) training sessions for new users at Balmain and Concord Hospitals. Further training has also been provided to the Cancer Services Information Management team to assist in their specific reporting requirements.

Clinical Costing Update

The annual iFRAC cost centre review is progressing well and is on track to be finalised by end March.

Costing Round 23.1 has now commenced, with the costing team currently extracting patient level data for all streams and cleaning all feeder data. The costing General Ledger has been prepared and approved by District Finance.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of February 2019, SLHD recorded 19.05% (2,563 separations) of all patients discharged as privately insured. For the financial year ended 28 February 2019 there were a total of 21,535 (19.27%) patients admitted as private, a reduction of 571 (2.6%) patients compared to the same period last year.

The results across each facility were:
- RPAH – a reduction of 715 (5.9%) patients
- Concord – an increase of 69 (0.8%) patients
- Canterbury Hospital – a reduction of 45 (3%) patients
- IRO – an increase of 32 (18.3%) patients
- Balmain Hospital – an increase of 88 (107.3%) patients

The District recorded a total increase of 2,260 separations (all financial classifications) in the eight months to the end of February 2019, compared to the same period last year.

Single Room Usage

For the month of February 2019, 8.22% of patients were flagged as infection control across the District with the average for the first eight months of the year being 8.55%.
For the month, 25% of all available single rooms were occupied by private patients and 39% of all private patients were accommodated in single rooms.
For the first eight months of the financial year the average occupancy of private patients in single rooms is 26% and the average of all private patients accommodated in single rooms is 40%.

SLHD Revenue Committee

The Revenue Committee did not meet in February 2018 and will reconvene in March 2019.

PERFORMANCE AND REDESIGN UNIT / REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The first round of the Pitch for 2019 was held 8 March 2019 at Concord Hospital. There were four applications chosen to progress to the live round, with the following funding allocated:
    1. Walker Adolescent Unit Therapeutic Garden and Relaxation Space by Nina Mather (Social Worker at CCMH Walker Adolescent Unit) – $40,000.
    2. #EndPJParalysis by Dr Sinead Ni Bhraonain (ED Specialist in SLHD Demand Management Unit) – $10,000.
    3. Maximising Minimalism: improving resource utilisation and clinical outcomes in the transcatheter valve program by Dr Brian Plunkett (VMO, Cardiothoracic Surgery, RPA) - $20,000 to be joint funded by the District and RPA.
- The next round of the Pitch will be held on 28 June 2019, in conjunction with the Sydney Innovation and Research Symposium.

Clinical Redesign: CHR Projects

- The "A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA" Project (CHR 2018 – first intake) have submitted the evaluation poster and summary which will be displayed on the Innovation Exchange website. The department are currently implementing the 9 solutions designed, which were generated from workshops with staff and patients, literature reviews, site visits and benchmarking with other similar departments. The team will graduate from the Centre for Healthcare Redesign on 10 May 2019.

Accelerating Implementation Methodology (AIM):

- The next AIM training is scheduled on 23-24 May 2019.

HealthPathways

Content development

No Workgroups were conducted in March.

The development of a wide range of Neurology, Neurosurgery, Rheumatology and Genetic testing pathways continues. A suite of seven fracture pathways commenced development this month, to align with the expanded role of the Balmain GP Fracture Management service. These pathways are designed to guide GPs to self-manage the fracture with local Allied Health involvement, use the Balmain Hospital fracture service or if the injury warrants refer to the traditional emergency department and orthopaedic referral model.

Latest Content

A full suite of Stroke and TIA clinical pathways and resources has been launched this month along the first pathways and referral pages for both adult and children sleep medicine. Also undertaken is the transforming of service information and referral pages to the directory format, fifteen pages are on-track for conversion in March.

Board Report

Usage of HealthPathways

Provisional March 2019 (1 – 20) usage figures have shown a slowing down in usage compared to the same period in 2018. Deeper interrogation of our analytics, particularly access points is being undertaken but has already revealed that changes to the District's external website firewalls did prevent access to the HealthPathways Sydney website for staff using computers in clinical settings. This has now been rectified and the HealthPathways website is accessible from all SLHD IP addresses.

	March 2019 1 – 20	February 2019	January 2019	March 2018 1 – 20
Users	778	866	790	894
Sessions of use	3,509	4,594	4,531	3,868
Unique Page Views	9,983	14,189	14,622	12,109
Total Page Views	12,205	18,310	18,211	16,277

Platform Changes

The Mobile-friendly HealthPathways platform will be available, login free, to SLHD staff using the pending BYOD system.

Evaluation Recommendations

The program's response to key recommendations has been submitted to the SLHD Board for consideration. The Program and its evaluation partner, Menzies centre for Health Policy awaits a new date to present the evaluation findings and recommendations to the Board of the Central and Eastern Sydney PHN.

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 28 February 2019 based on the District's budgeted NCoS.

For the month of February 2019, Sydney Local Health District (SLHD) General Fund Expenditure was $1.563M (1.14%) unfavourable to budget. GF Revenue was $1.307M (1.05%) favourable to budget for the month. For the period ended 28 February 2019, GF Expenditure was $4.527M (0.39%) unfavourable to budget and GF Revenue was $3.279M (0.29%) unfavourable to budget. For the year ended 28 February 2019, the District's GF NCoS was $7.806M 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 February 2019, GF Total Expenditure was $1.563M (1.14%) unfavourable to budget, reflecting unfavourable results for Salaries & Wages ($0.190M), Overtime ($0.853M), Annual Leave Provision ($0.952M), Superannuation ($0.605M), G&S Special Services ($0.445M), G&S Drugs ($0.669M), G&S Prosthetics ($0.259M), G&S Medical and Surgical Supplies ($0.251M) and Grants ($0.115M) offset by favourable results in Other Employee Expenses ($0.252M) and G&S Admin ($1.006M).
- YTD February 2019, GF Total Expenditure was $4.527M (0.39%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages ($3.156M), Overtime ($2.153M), Annual Leave Provision ($2.291M), Superannuation ($1.361M), G&S Medical & Surgical Supplies ($1.632M), G&S Special Services ($1.786M), G&S Drugs ($0.793M) and Grants ($0.567M) offset by favourable variances in Other Employee Expenses ($2.562M), G&S Admin ($6.116M) and RMR ($1.087M).

Revenue

- GF Total Revenue was $1.307M (1.05%) favourable to budget for the month of February 2019. The result for the month reflects favourable variances in Patient Fees ($1.520M), High Cost Drugs ($0.557M) and Conference & Training Receipts ($0.217M) offset by unfavourable variances in Facility Fees ($0.293M), Services to Other Organisations ($0.632M) and Doubtful Debts ($0.335M).
- YTD February 2019, GF Total Revenue was $3.279M (0.29%) unfavourable to budget. The unfavourable YTD result reflects unfavourable variances in User Charges ($5.174M), Grants & Contribution ($1.605M) and Doubtful Debts ($2.747M) offset by favourable variances in Patient Fees ($2.250M) and Other Revenue ($2.540M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was $0.718M unfavourable to budget for the month of February 2019 and $4.485M unfavourable to budget for the eight months ended 28 February 2019. The YTD result reflects unfavourable budget variances for Expenditure ($2.334M) and Revenue ($2.151M).

CONSOLIDATED RESULT

For the period ended 28 February 2019, the consolidated year to date NCoS result for the General Fund and SP&T was $12.280M unfavourable to budget. The consolidated result comprises unfavourable variances for Expenditure ($6.861M), Own Source Revenue ($2.597M) and Doubtful Debts ($2.746M).

## FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

For the period ended 28 February 2019, SLHD recorded a Total Net Result of -$6.334M (Note that Total Revenue was higher than Total Expenditure for YTD February 2019) which was $13.672M (68%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD February 2019 was $9.888M unfavourable to budget. The YTD Net Direct Operating Result reflects unfavourable budget variances in Expenditure ($7.271M) and Revenue ($2.617M).

Board Report

For the month of February 2019, Total Direct Revenue was $1.088M favourable to budget, comprising favourable variance for the General Fund ($1.642M) offset by an unfavourable variance for SP&T Fund ($0.554M). YTD Total Direct Revenue was $2.617M unfavourable to budget, comprising unfavourable variances for the General Fund ($0.469M) and the SP&T Fund ($2.148M). 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 $1.633M unfavourable to budget for the month of February 2019, comprising unfavourable results for the General Fund ($1.466M) and the SP&T Fund ($0.168M). YTD Total Direct Expenditure was $7.271M unfavourable to budget, comprising $5.493M unfavourable variance for the General Fund and a $1.777M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages ($3.156M), On-costs ($1.090M), Overtime ($2.153M) and Direct Clinical Operating ($4.561M) offset by favourable result for G&S Corporate & Operational Admin ($6.116M).

MONTHLY BUDGET PERFORMANCE

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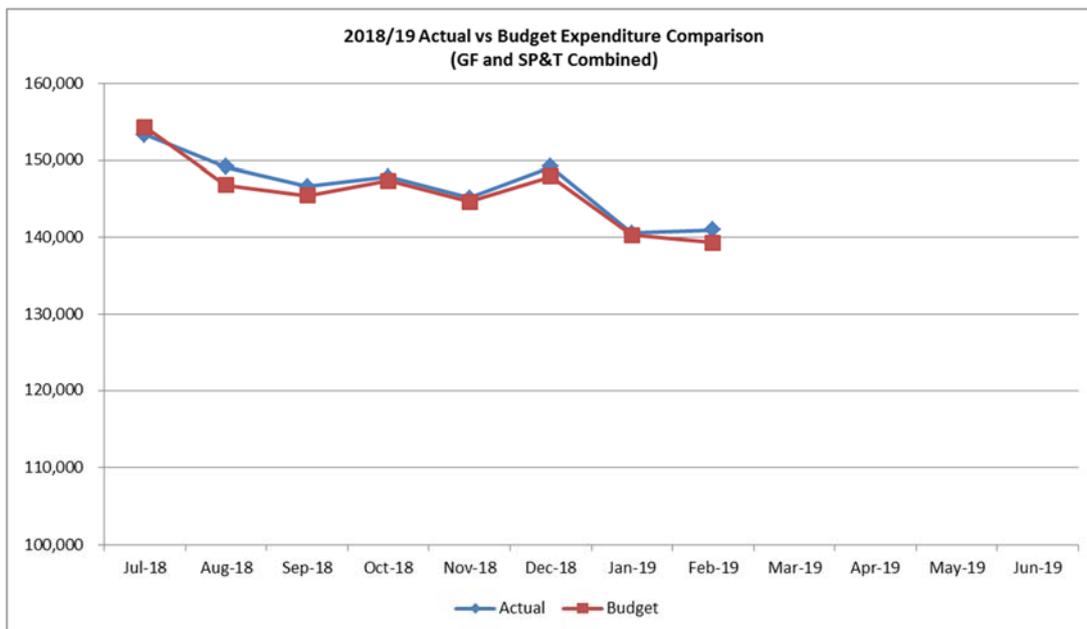
LIQUIDITY

The District had **NIL** creditors over 45 days as at 28 February 2019.

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 February 2019.

The cash balance at 28 February 2019 for the SLHD Operating bank account was $8.067M and the Operating Cash book balance was $7.661M.

CAPITAL WORKS – SMRS PROJECTS

As at 28 February 2019, the District's Full Year Capital works budget relating to SMRS Projects is $39.170M comprising $2.379M of MoH funded projects and $36.791M of locally funded projects.

Actual expenditure as at the end of February 2019 was $8.470M which is marginally below budget.

OTHER CAPITAL PROJECTS

As at the end of February 2019, the District has expended a total amount of $0.156M on project relating to the Patient Billing and Tracking (h-Trak) System. The total expenditure of $0.156M was sourced from the General Fund.

CAPITAL WORKS

RPA

Building 63 RPU
Mechanical and electrical documentation is complete. Clean room product review has been undertaken and is awaiting final drawings. Hot cells tender review is 90% complete. Works outside of the clean room areas will commence in April.

Renal Medicine - PMBC
Internal linings are 95% complete. Mechanical, electrical and hydraulic services installations are underway.

Building 75, Level 11 Respiratory Labs – Stage 2
Phase 1 works complete, air conditioning control strategy being finalised week 1 April, 2019.

Hydrotherapy Pool Stage II
Bariatric hoist under procurement has an expected delivery date of mid-April. Building works are completed.

ED Refurb/Paediatrics & Flight Deck
Flight deck works are to commence (final phase) in April 2019. ETA building works are a 100% complete, general commissioning is underway. Occupation is expected 2 April.

Pharmacy Manufacturing
Design is ready for user sign off, FFE list is being finalised.

Concord

The Environmental Impact Statement (EIS) has been submitted to the Department of Planning as part of the State Significant Development application process. Approval is expected during March. Roberts Pizzarotti are due to take partial site possession in early April.

The Drug Health decant strategy has continued on site during the period, AW Edwards have handed over the new Drug Health IPU. Services are functioning well in the new demountable. The Contractor has taken possession of Building 65 and 73 for demolition.

The next three months key activities on the project are summarised below. March, April and May include a range of activities that are critical to ensuring the project remains on programme.

• Main works GC21 Start Up Workshop – February;
• Main works design finalisation – February - May;
• Main works site shed installation – March;
• Enabling works services commissioning – March - June;
• Main works site establishment stage 1 – April; and
• Enabling Works demolition complete – May

Decanting – Building 86 Environmental Services
Works are completed. Building commissioned and now under occupation

Theatres 9 and 10
Building works are completed. Both theatres commissioned and ready for use

Project Decanting – VMO Car Park
Site establishment works underway and the sub-contractor has been engaged

Mental Health Therapeutic Environment Minor Capital Works
Works commenced in the McKay Unit on 27 February 2019.

Community

Community & Family Services
Works have been completed. The building has been commissioned. Some additional security enhancements are being installed week of 1 April 2019.

Canterbury Hospital

ED Expansion
Council notification has been submitted. Design works have been completed. The FFE schedule is underway. We anticipate civil works to begin 15 April 2019.

Community consultation session will take place in early April 2019.

PLANNING

Greater Sydney Commission – Council Local Strategic Planning Statements
The Greater Sydney Commission (GCS) is hosting sessions in March and April 2019 for our local councils to present their draft Local Strategic Planning Statements to the GCS and relevant agencies. The SLHD Planning, Population Health and Public Health Units are attending these sessions.

This is an opportunity to support better integration between local and state government and to provide input to the health, wellbeing and liveability sections of the local councils forthcoming Local Community Service Plans. These plans include information related to the Camperdown-Ultimo Collaboration Area, our physical facilities, our plans for the future and healthy urban development.

Sydney Innovation and Technology Precinct

Meetings and workshops are continuing to be held to plan the proposed Sydney Innovation and Technology Precinct to be located at Central to Eveleigh.

Concord Clinical Services Plan (CSP) – Stage 2
The Executive Steering Committee has been meeting regularly to support the process of planning for Concord Stage 2.

A workshop with senior Concord clinicians was held in late March 2019 to discuss the vision for future Concord services. Consultations are being planned for April and May 2019 with clinicians, clinical departments, clinical stream directors and the executive to discuss current and future models of care, service interactions and technology developments. The Planning Unit is also reviewing and updating the projected clinical service activity using the new Ministry of Health HealthApp.

Canterbury Clinical Services Plan (CSP) - 2019
The revised 2016 CSP was resubmitted to the Ministry in early March 2019, with updates to the data and a review of the current models of care. Following review of the revised CSP, the Ministry has now allocated planning funds to enable more detailed planning work to be progressed.

Asset Strategic Plan (ASP)
The Planning Unit has commenced the work required to update the service planning, forecasting and demography sections of the Annual Asset Strategic Plan.

SLHD Facility Strategic Plans 2019-2024
The facility strategic plans are currently being progressed through the District approval process. These plans will be submitted to the Chief Executive in April 2019 prior to presentation at the District Clinical Council.

SLHD Clinical Stream Position Papers 2019-2024
The Planning Unit is continuing to work with the Clinical Managers to finalise the Position Papers to align with the SLDH Strategic Plan 2018-2023.

The Planning Unit is working with Pharmacy Services to develop the SLHD Pharmacy Strategic Plan. A stakeholder workshop was convened to assist in understanding the current District service, and to identify future opportunities and service priorities to 2024.

RPA HealthOne (Green Square)
Health Infrastructure is continuing to work with SLHD to progress property acquisition options. The Planning Unit is undertaking further work to understand the current and future demand for dialysis services in Green Square.

Aboriginal Health Community Consultation

The final Report from the Aboriginal Health Consultation workshop held in late 2018 has been publicly released and circulated to all of the workshop participants. The workshop was attended by more than 80 people including local Aboriginal community members, executive managers from SLHD, Aboriginal Medical Service in Redfern, Metropolitan Local Aboriginal Land Council, and representatives of Aboriginal community organisations, Aboriginal health workers and other agencies.

The consultation has informed the Aboriginal Health Impact Statements of each of the facilities and will inform the clinical stream position papers.

SYDNEY RESEARCH

STRIVE Research Impact and Commercialisation Series

The 2019 STRIVE Research Impact and Commercialisation Series will consist of 4 educational sessions to support research, innovation and commercialisation. The first STRIVE session will be held on Tuesday 26 March 2019, titled *"So you've got an idea"*. The focus on the session will be to help researchers and clinicians identify if their idea has what it takes to be the next 'big thing' in health, and understand more about the freedom to operate, market analysis, determining patient and business need, record of invention and intellectual property. The session invites the following guest speakers:

- Mr George Sidis, Managing Director, IDE
- Dr Gavin Recchia, Principal, Davies Collison Cave Pty Ltd
- Dr Sarah McDonald, CEO, Baymatob
- Ms Jenny Harry, CEO, Ondek

The STRIVE series in 2019 will support The Big Idea as part of the 2019 Sydney Innovation and Research Symposium.

The Big Idea
The Big Idea has been advertised with applications closing on 10 May 2019. The event will be held on Thursday 27 June 2019 as part of the Sydney Innovation and Research Symposium. The Sydney Research team are continuing to finalise the Program and speaker list and judging panel, with Mr Richard Taggart, Chief Information Officer, SLHD, confirmed as the keynote speaker.

Clinical Trials Showcase
The Clinical Trials Showcase will be held on Thursday 27 June 2019 as part of the Sydney Innovation and Research Symposium. The theme for 2019 will be *"Transforming the Patient Experience through Research"*. The Sydney Research team are continuing to finalise the Program and speaker list, working with SLHD Research and CEWD.

Office for Health and Medical Research (OHMR) – Embedding Quality Research into Local Health Districts (EQRLHD)
The first Embedding Quality Research into Local Health Districts Steering Committee for 2019 was held on Friday 15 March 2019. The membership of this Committee has been expanded to include all NSW Health Local Health Districts and Specialty Health Networks to ensure that all are involved in the process of ensuring as a state, there is active and sustained commitment to participation in and translation of quality research to deliver better health outcomes for all communities. The group suggested that the membership should also be extended to NSW Cancer Institute.

In 2019, the EQRLHD initiative will focus on three key areas of:
- clinical trials
- research governance
- translating research into clinical practice including grants.

A smaller working group with membership across the State will be formed to support the LHDs and SHNs in the progression of these priorities. The program intends to build capacity in research leadership and encourage research participation in SLHD and NSW.

Recruitment is in progress for a Project Manager (Digital Communications) for the EQRLHDs project, to be supported by SLHD and OHMR.

OHMR – Translational Research Grants Scheme (TRGS)

Three applications with SLHD as the nominated host organisation were approved for submission on Wednesday 13 March 2019 for TRGS Round 4.

Lead Investigator	Project title	Requested funding
Dr Michelle Barakat-Johnson	A novel implementation of best available evidence into practice for incontinence-associated dermatitis (IMBED)	$930,095.08
Dr Rowena McMullan	The Gloves On' trial, non-sterile glove use in addition to hand hygiene in the reduction of neonatal sepsis	$442,262.00
Professor David Celermajer AO	Optimising "Whole of Life Care" for patients living with Congenital Heart Disease	$776,379.03

A further two applications with SLHD as a partner organisation, have also been supported and approved for submission for TRGS Round 4.

Host LHD	Project title
WSLHD	Improving health outcomes and health services use through health literacy and shared decision-making training: An effectiveness-implementation trial of the Parenting Plus program for new parents
HNELHD	A trial of the effectiveness of vaporised nicotine products (VNPs) for smoking cessation amongst NSW opiate against treatment (OAT) clients

Application assessment will take place from 14 March 2019 to 23 April 2019, with applicants notified of outcomes on 31 May 2019.

Progress reports for projects from TRGS Rounds 1-3 were approved by the Chief Executive and submitted to OHMR on 15 January 2019.

OHMR – NSW Cardiovascular Disease Senior Scientist Grants

The NSW OHMR Cardiovascular Disease (CVD) Senior Scientist Grants aim to build capacity by increasing the number of outstanding CVD researchers in NSW. The grants support research excellence and leadership among Senior Scientists throughout all stages of their career and aims to bridge the gap between research, policy and practice to increase research impact.
The grant offers funds up to $250,000 per year for a 3-year duration, with a focus on potential research translation impact and knowledge gain in biomedical fields.

Dr Steven Wise and Associate Professor Megan Jardine have been invited to full application. Applications were submitted to OHMR on 20 March 2019.

Sydney Health Partners (SHP)

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

- 21 of the 39 Medical Research Future Fund (MRFF) applicants were invited to the next stage of review where they were asked to present to the SHP panel. 12 of these are led by SLHD as the host organisation, and a further 2 with SLHD as a partner organisation. Further review of the applications is currently underway.
- Sydney Research participated in the co-design of the SHP Implementation Plan for the SHP strategy 2019–2022. The SHP Implementation Plan details the actions, owners, timeline and outcomes required to achieve our strategic vision, aligned to the five strategic platforms of the SHP Strategy. It has been recommended that each of the five larger partners, namely Sydney Local Health District, Northern Sydney Local Health District, Western Sydney Local Health District, Sydney Children's Hospital Network and The University of Sydney, act as a 'sponsor' for one of the five SHP strategic platforms.

Patient and Family Centred Care (PFCC) Research Working Group

The Patient and Family Centred Care (PFCC) Research working group convened on 20 March 2019. The group has completed an environmental scan to determine priorities for engaging consumers with researchers and the organisation. This will inform an action plan for 2019/2020.

Led by the PFCC Research working group, SLHD has also commissioned a research article in consumer and community engagement in research, following an in-depth literature review completed in 2018. Permission has been granted to seek publication of this literature review.

Precinct Planning

The Minister for Health and Medical Research has requested that a suite of metrics be developed for the precinct including, but not limited to finance, research output, commercialisation, collaborations and partnerships, workforce development, education and training programs, workforce culture, communication and media and showcases/events and public forums. A number of deliverables have also been recommended including governance, strategy, priority setting, translation, leadership, and operating procedures. The Working Group and Governance Council for the precinct planning continue to meet fortnightly and monthly respectively to collaborate to progress this work.

Other Activities

- Highlights and upcoming activities of Sydney Research Council members have been documented for coverage by Sydney Research in 2019.
- The Sydney Research Council meeting held on 26 February 2019 highlighted the achievements of Dr Michelle Barakat-Johnson in completing her PhD, which focused on hospital-acquired pressure injuries (HAPI) in SLHD. Dr Barakat-Johnson was the inaugural winner of the Sydney Research Clinician Researcher Scholarship in 2015, a powerful example of how small investments, combined with strong governance and leadership can result in significant outcomes for the District.
- Sydney Research delivered two presentations to the Education and Research Board Sub-Committee on 18 March 2019: KPMG report on the economic impact of medical research in Australia and its own key achievements and performance against strategy.

Board Report

Health
Sydney
Local Health District

- Sydney Research continues to support the work on the development of the Pharmaceutical Manufacturing Lab to be located within the NSW State Biobank.
- Sydney Research has worked closely with SLHD to finalise the proposal to form the Alcohol Drugs and Toxicology Translational Research Centre in February 2019. The centre will be led by Prof Paul Haber and hosted on the RPA campus.
- Sydney Research is also providing support and advice in consultations for the Sydney Institute for Women, Children and their Families, led by A/Director George Johnson.
- SLHD has joined the Franklin Women Mentoring Program for 2019, enrolling one mentee and one mentor. SLHD has also joined Franklin Women as an Academic Partner. This will support the creation of a diverse and inclusive health and medical research sector, and support the career and skill development of women. The partnership strongly aligns with SLHD strategic priorities in strengthening culture and promoting research leadership.
- Sydney Research has attended a number of events representing Sydney Research and/or SLHD including:
  - Anne Woolcock Lecture 2019 on 28 February 2019.
  - NHMRC CTC 30th Anniversary and Symposium on 1 March 2019.
  - International Women's Day celebration hosted by The George Institute on 7 March 2019 with the theme "balance for better".
  - Sydney Business Chamber Round Table on 7 March 2019.
  - AusBiotech Women in Life Sciences NSW on 9 March 2019 with the theme "an hour to empower".
  - CogSleep Centre of Research Excellence launch on 15 March 2019.
  - Sydney Business Chamber Sydney First Boardroom Lunch on 21 March 2019.
- Through the Sydney Research Council, fortnightly e-update, communications and social media, Sydney Research is promoting internal and partner educational and research activities to its audience of 600+ subscribers.
- @SydneyResearch currently has 668 followers on Twitter.
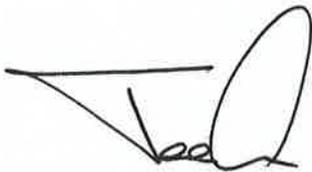
Dr Teresa Anderson AM
Chief Executive
Date: 15.4.19.