
Sydney Local Health District

Eighty Seventh Meeting of the Board

Date: Monday 20 May 2019
Time: 9.00am – 11.00am
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 (Departed 11.25am)
Dr Karen Luxford, Member (Departed 11.00am – 11.03am)
Mr Richard Acheson, Member
Ms Ronwyn North, Member
Ms Frances O'Brien, Member
Professor Paul Torzillo AM, Member
Ms Susan Anderson, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

Mr David McLean, Member
Dr Victor Storm, Clinical Director, Mental Health

In attendance

Ms Nerida Bransby, Secretariat
Dr Tim Sinclair, Director, Operations
Dr Alicja Smiech, Chair, Medical Staff Executive Council (Departed 11.15am)
Dr Katherine Moore, Executive Director, Clinical Governance and Risk (Departed 10.25am)
Ms Lou-Anne Blunden, Executive Director, Clinical Services Integration and Population Health (invited District Executive - Departed 11.15am)
Adj Assoc Prof Vicki Taylor, Executive Director Sydney Research (Departed 10.25am)
Ms Ivanka Komusanac, Executive Director, Nursing and Midwifery (Departed 10.25am)
Ms Gina Finocchiaro, Executive Director, Workforce and Corporate Operations (Departed 10.25am)

Mr Ross Sinclair, Director of Finance (Departed 10.25am)
Dr Kim Hill, Acting Director Medical Services (Departed 10.25am)
Dr Sue Fitzpatrick, Executive Director, Allied Health, ISLHD (Observer) (Departed 11.15am)

Others in Attendance

Dr Andrew McDonald, Director, Clinical Services, Mental Health (Departed 10.25am)
Mr Lance Takiari, Director of Nursing, Mental Health (Departed 10.25am)

2. Welcome and introductions

The Chair welcomed members and guests to the eighty seventh meeting of the Sydney Local Health District (SLHD) Board. Introductions were provided around the table, in particular, to welcome Mr Sinclair, new Director of Finance, Dr Fitzpatrick who is shadowing the Chief Executive for two weeks, Dr Andrew McDonald and Mr Lance Takiari from Mental Health Services.

Presentation: *“Deep Dive into Mental Health Services”*

Dr Tim Sinclair presented on Mental Health Services, the first of our deep dive presentations including:

- Overview includes total beds for inpatient services, tertiary and quaternary referrals, affiliations with the University of Sydney, community health services and housing projects with NGOs, Eurella and Camperdown Units.
- Overview of Concord Centre for Mental Health.
- Overview of Professor Marie Bashir Centre.
- Overview of Rivendell.
- Overview of Community Health Services.
- Financial Performance includes expenditure and own source revenue.
- Activity and performance
- Activity and performance for presentations to the Emergency Department. Explanations for the increase in attendances include homelessness, lengthy stays of patients in the acute unit, lock out laws in the city and an increase in co-habitation which can cause stress.
- Workforce full time equivalents overview.
- Quality and Safety.
- Challenges and strategies.
- Occupational violence including violence prevention management.
- Demand management including lack of housing and its impact on demand.
- Sub-specialty developments including the Mother/Baby Unit, low Secure Forensic Unit and increase in demand for the Intensive Psychiatric Care Unit
- Electronic medical record
- Innovations.
- Trauma informed care initiatives.
- Triage and Assessment re-design part one - Nurse Practitioners.
- Statewide Intellectual Disability Mental Health Outreach Service.
- Integrated Care Initiatives - Central Eastern Sydney Primary Health Networks partnerships.
- Better pathways to housing.

Following the presentation the Board discussed:

- The amazing staff that, work in mental health services in the District.
- Short stay focusses on after home care with SP Connect
- One hundred and forty five languages in the District.
- Work with Population Health to monitor data and look at trends
- Revisit the need to look at step down beds that are safe for patients and the community.
- Family / Carer support includes Carer Assist, an information pack, information on the internet and a focus for Social Workers.
- The District is invested in training and support for mental health staff, however, where people live impacts on recruitment.
- Implementation of processing behaviour disturbance before aggression escalates.
- Invest in re-design assessments with Nurse Practitioners.
- Mental Health holds a Training and Innovations Symposium yearly to look at research and what we can do better.
- The difficulty for visitors of patients to the PMBC will be addressed by Way Finding.
- An invitation for the Commissioner of Mental Health to visit the McKay Unit.

Following discussions the Board agreed to:

- The format of the deep dives is excellent if manageable by the relevant staff.
- Incorporate under “challenges and responses”.

3. Declaration / Removal of conflicts of interest

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

- Ms Susan Anderson reported that she is now employed by the NSW Cancer Institute.
- Dr Karen Luxford reported that she has been successful for a new role of Chief Executive Officer of The Australian Council on Healthcare Standards. Dr Luxford will take up this appointment from 22 July 2019.

There were no other **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 April 2019

The minutes of the Board meeting held on Monday 15 April 2019 were moved and seconded with the following amendments:

Agenda item 5.1, Action Sheet

“Remove third dot point”

Agenda item 9, Chief Executive’s, dot point number 12 should read:

“Leading Better Value Care Committee is looking at complexities for on-going care”

The Chair then signed the minutes.

4.2 CE Report – April 2019

The Chair declared that the CE Report for April 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:

- Permanent recruitment to the position of Chief Executive at Health Infrastructure has now occurred and will be invited to attend a future meeting.
- A Business Case will be provided to the FRAPM Committee and the Board for discussion on the Sydney District Nursing Service.
- A brief was provided to the Board to clarify the funding for Drug Health Services. This agenda item can now be removed from the action list.
- Discussions are ongoing with the District’s Performance Unit on the Cancer Institute NSW Indicators reporting for Lifehouse.
- A presentation is being provided at the Director of Operations Team meeting on the current strategies relating to neonatal birth trauma.
- Contact has been made with the Strategic Relations and Communications and the Media Unit in relation to services for the homeless. This agenda item can now be removed from the action list.
- The report on work safety now includes numbers. This agenda item can now be removed from the action list.
- A letter of appreciation has been forwarded to Mental Health Services. This agenda item can now be removed from the action list.
- The Multicultural HIV and Hepatitis Service (MHAHS) working with English Australia (language colleges) to provide HIV education to international students has been nominated for an award. This agenda item can now be removed from the action list.
- A link to the Equity Fest video was provided to the Board. This agenda item can now be removed from the action list.
- Following the recruitment of three new staff to the Performance Unit, Aboriginal Health data will be made a priority for STARS. This agenda item can now be removed from the action list.
- Flu vaccinations for the Board Directors have been provided and over 3,000 staff have been vaccinated on mass vaccination day. This agenda item can now be removed from the action list.

5.2 Membership of the MDAAC

The Board received, read and supported the information contained in the brief. This agenda item can be removed from the action list.

6. Patient Story

The Chief Executive provided a verbal report regarding a letter of appreciation received from a parent regarding a child admitted with special needs.

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 2019

The Board received and noted the Board Calendar for 2019.

8. Chairman's Report

The Chair advised the Board that he is on annual leave for all of June and Ms Weekes will act as Chair.

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 Services was included in the deep dive.
- The District has continued to have no incorrect procedures resulting in death or major loss of function.
- Workplace injury claims have decreased by 7.9% for the month of March 2019, when compared to the same time last year. YTD March injury claims have increased by 2 claims in comparison to the same period last year.
- For the month of March the District's occupancy rate increased by 13.80% to 95.20% when compared to the 81.40% in March 2018, reflecting the acuity of patients. The YTD occupancy rate has increased by 2.80%, to 87.49%, when compared to YTD March 2018.
- Emergency Treatment Performance for YTD March, there were 694 additional patients admitted, referred or discharged within 4 hours of presentation, when compared to the same period in the previous year.

- The District met the transfer of care (TOC) target (90%) in March 2019, with 95.95% of all patients transferred from ambulance to our emergency departments in 30 minutes or less.
- There were 30 additional emergency surgeries performed in March 2019 when compared to the same period last year, representing a 2.7% increase. YTD emergency surgery has increased by 413 cases (4.3%) across the District.
- The information on Health Pathways is noted.
- For the month of March 2019, the District's General Fund Expenditure was \$3.517M (2.34%) unfavourable to budget. GF Revenue was \$3.850M (2.24%) favourable to budget for the month. For the period ended 31 March 2019, GF Expenditure was \$8.043M (0.62%) unfavourable to budget and GF Revenue was \$0.571M (0.04%) favourable to budget. For the year ended 31 March 2019, the District's GF NCoS was \$7.472M unfavourable to budget.
- The District has received two large bequests targeted at specific clinical areas.
- Concord Hospital redevelopment is progressing on time and on budget.
- The Information on planning was noted and is progressing. The District is continuing to look at sites for the RPA HealthOne.
- The information on Sydney Research was noted.
- The information on Sydney Health Partners was noted.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – March 2019

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

9.1.2 Selected Performance Indicators – March 2019

The Board received, read and noted this report.

9.1.3 HealthPathways Dashboard Report for 1 – 17 April 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) Quality Awards

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 23 November 2018 - 1 March 2019

The Board received, read and noted this report.

9.6 Facility Reports – March 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.

(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. Recruitment for the General Manager position has commenced.

(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 this report.

(xv) Organ Donation for Transplant – Quarterly Report

The Board received, read and noted this report.

10. Matters for approval / resolution

10.1 SLHD National and Quality Standards – Annual Attestation Statement 2019.

The Board received, read and noted the information contained in the brief. Following discussions, the Board recommended the information be submitted to the accrediting agency.

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 8 April 2019.

11.2 Education and Research Committee

The Board noted the next meeting is to be held on 20 May 2019.

11.3 Communications Committee

The Board received, read and noted the minutes of the meeting held on 7 May 2019. The Board discussed and recommended the information as mentioned at agenda item 9.2 be removed.

11.4 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held 15 April 2019.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 24 April 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 minutes of the meeting held on 10 May 2019 were not available.

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

The Board noted the next meeting is to be held on 5 June 2019.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 28 May 2019.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board noted the meeting was held on 16 May 2019.

12.2 Medical and Dental Appointments Advisory Committee

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

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board received, read and noted the minutes of the meeting held on 18 April 2019.

12.4 Surgical Demand Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting 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 17 April 2019.

12.6 NSW Health / SLHD Performance Review Meeting

The Board noted the next meeting is to be held on 21 May 2019.

12.7 Organ Donation for Transplantation

The Board noted the meeting to be held on 23 April 2019 was cancelled.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 9 April 2019.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is being held on 21 May 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 received, read and noted the minutes of the meeting held on 25 March 2019.

13. Matters for noting

13.1 Bureau Health Information Emergency Department - Patient Experience Survey 2017/2018

The Board received, read and noted this correspondence.

13.2 Memos to all staff re Code Black

The Board received, read and noted this correspondence.

14. Other Business

The Chief Executive provided a verbal report on the District's Innovation Week Symposium being held over six days from 24 - 30 June 2019 and the responses to date being very positive.

Next Meeting

The next meeting is to be held on Monday 17 June 2019 at 9.30am following the FRAPM Meeting.

Minutes

The meeting closed at 11.30am.



Chair

17.6.19

Date

Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board May 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 March 2019, with all RCAs completed within 70 days.

Mental Health Readmissions within 28 days slightly increased for the month of January to 21.9%, from December result of 17.4%. There has been a slight increase (1.4%) in the percentage of Mental Health Readmissions within 28 Days as of YTD January 2019 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 5.4% for the month of February and 5.5% YTD February, which is below the State rates of 6.0% and 6.1% respectively. Unplanned Emergency Presentations (same ED within 48 hours) were 4.4% for the month of March and 4.2% YTD March, which are also below the State rates of 5.0% for the month of March and 4.8% YTD March.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 1.1 per 10,000 bed days for the month of February 2019. There were 0 Central Line Associated Bloodstream (CLAB) infections during February 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 for the month of January except for 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 incidents. Fall-Related Injuries in Hospital – resulting in fracture of intracranial injury (per 1,000 bed days) was also slightly above target for the month of January.

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 has increased for Medical and Nursing for March 2019 compared to the same period last year by 0.68 and 1.66 respectively. Staff usage for Allied Health decreased for this period by 0.21. SLHD facilities continue to meet both nursing hours per patient bed day and birth-rate plus as per Award. The strategies to ensure compliance requires significant monitoring and mobility of resources.

Staff Safety

Workplace injury claims have decreased by 7.9% for the month of March 2019, when compared to the same time last year. YTD March injury claims have increased 2 claims in comparison to the same period last year.

Activity

There was a slight increase (0.97%) in the number of separations (15,233) for the month March 2019 when compared to the March last year. YTD separations have increased across the District by 1.89% in comparison to last year. In March the District's occupancy rate increased by 13.80%, to 95.20% when compared to the 81.40% in March 2018, reflecting the acuity of patients. The YTD occupancy rate has increased by 2.80%, to 87.49%, when compared to YTD March 2018.

There were 15,059 attendances to the District's Emergency Departments in March 2019, representing an increase of 4.34% when compared to the same month last year. YTD Emergency Department attendances have increased by 3.06% to 128,119. YTD case weighted attendances have increased by 3.90%, when compared to the previous year.

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

The District continues to work on ETP performance, with a -3.99% decrease in the month of March 2019, to 69.41%, when compared to the same month in the previous year. YTD March there has been a -1.55% decrease in ETP performance to 69.18% when compared to the same period in the previous year. However, YTD March, 694 additional patients have been admitted, referred or discharged within 4 hours of presentation, when compared to the same period in the previous year.

Transfer of Care

The District met the transfer of care (TOC) target (90%) in March 2019, with 95.95% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. YTD March 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 March. The District continues to make improvements in relation to Triage Category 3 performance, which was slightly below target at 74.61% for the month of March, representing a 2.01% improvement on the 72.59% in March 2018.

Elective Surgery

There was a slight (1.93%) increase in surgical admissions in the month of March 2019 when compared to the same month last year. YTD surgical admissions have increased by 2.00% 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 a 22.48% decrease in surgical patients not ready for care for the month of March 2019, when compared to the same month last year.

Emergency Surgery

There were 30 additional emergency surgeries performed in March 2019 when compared to the same period last year, representing a 2.7% increase. YTD emergency surgery has increased by 413 cases (4.3%) 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 4.4% increase in the number of Hospital in the Home overnight separations March 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 1.32% variance to target for YTD March, excluding DWAU.

Stream	Target	Actual	Variation	Variation %
Acute	107,425	109,558	2,133	1.99%
ED	17,442	17,738	296	1.70%
NAP	34,672	33,438	-1,234	-3.56%
SNAP	8,827	9,073	246	2.78%
MH Admit*	12,646	12,344	-302	-2.39%
MH NAP**	5,570	6,901	1,331	23.90%
Total	186,582	189,052	2,470	1.32%
Dental DWAU	49,152	57,610	8,458	17.21%
Dental NWAU#	5,836	6,840	1,004	17.21%
Total (NWAU)	192,418	195,892	3,474	1.81%

*March is 92.8% coded, 55 uncoded episodes

**February data

NWAU=589/4691 *DWAU

The Service Level Agreement and activity purchasing negotiations between the District and the Ministry of Health are progressing well. The third and final round negotiation meeting will be held in May.

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

Sub and Non-Acute Patient (SNAP) Activity

SLHD has been selected as one of two District to participate in a pilot project to develop an audit tool for subacute activity. Concord and Balmain Hospitals will be participating in the project, with all five SNAP care types represented between the two facilities. The project is scheduled to commence in late May.

Non-Admitted Patient (NAP) Activity

NSW Ministry of Health will be participating in a national costing study to inform the development of a new Australian Non-Admitted Care Classification (ANACC). The ANACC will better describe patient characteristics and the complexity of care to more accurately reflect the costs of NAP services. The District has been nominated to participate in the study, with clinics from Royal Prince Alfred Hospital, Concord Hospital and Sydney District Nursing to participate.

Clinical Costing Update

The District Performance Unit has successfully completed the round 23.1 DNR.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of March 2019, 18.15% (2,669 separations) of all patients discharged by SLHD facilities were classified as privately insured.

For the financial year ended 31 March 2019 there were a total of 24,204 (19.14%) private patients admitted, a reduction of 866 (3.4%) patients compared to the same period last year. The results across each facility were:

- RPAH – a reduction of 995 (7.3%) private patients.
- Concord – an increase of 79 (0.8%) private patients.
- Canterbury Hospital – a reduction of 59 (3.5%) private patients.
- IRO – an increase of 26 (12.5%) private patients.
- Balmain Hospital – an increase of 85 (85.5%) private patients.
-

The District recorded an increase of 2,342 in total separations (all financial classifications) in the nine months to the end of March 2019, compared to the same period last year.

Single Room Usage

For the month of March 2019, 8.22% of patients were flagged as infection control across the District, compared to the average of 8.52% for the first nine months of the financial year.

For the month, 22% of all available single rooms were occupied by private patients and 44% of all private patients were accommodated in single rooms.

For the first nine months of the financial year the average occupancy of private patients in single rooms is 25% and the average of all private patients accommodated in single rooms is 40%.

SLHD Revenue Committee

Key notes:

- The Health Insurance Reforms which commenced on April 1, 2019 and will become mandatory on April 1, 2020 were discussed as a potential risk that will have to be monitored.
- The reforms involve a requirement for all health funds to align their insurance products into four tiers – Gold, Silver, Bronze and Basic, with each tier offering a minimum set of standards.
- Bupa has already removed Obstetrics from most basic and mid-levels of cover on the 1 July 2018 which has contributed to a decrease in PHI conversions at RPAH.

PERFORMANCE AND REDESIGN UNIT / REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The next round of the Pitch will be held on 28 June 2019, in conjunction with the Sydney Innovation and Research Symposium. Applications for submissions to the Pitch close on the 27 May 2019.

Clinical Redesign: CHR Projects

- The “A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA” Project (CHR 2018 – first intake) 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. Evaluation of solutions has commenced and is pending data analysis. 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 conducted in April.

Content in Development:

- Neurology
- Neurosurgery
- Rheumatology
- Genetic Testing
- Fractures

Work has also commenced on the integration of social prescribing and social determinate identification. New resource pages are being developed as well as specific content within key pathways to support GP conversations with patients around social needs.

The program is also exploring specific content relating to International Student Health and in particular Sexual, Mental and Maternal Health for overseas students who do not have sufficient insurance cover. This work will be collaboration between the SLHD Sexual Health services and STIPU.

Latest Content

A suite of Sleep medicine and insomnia pathways were launched this month supported by a CESP HN GP Education event. The launch included presentations from Dr Keith Wong and CNC Gislaine Gauthier from the RPAH Sleep Unit.

Usage of HealthPathways

Provisional April 2019 (1st – 17th) usage figures are comparable to previous months. There is a small downturn which can be accounted for by the NSW School holiday period and the reduction of GP activity normally seen.

	April 2019 1 – 17	March 2019	February 2019	April 2018 1 – 17
Users	722	1,023	866	726
Sessions of use	3,194	5,312	4,594	2,840
Unique Page Views	9,450	15,390	14,189	8,530
Total Page Views	11,635	19,075	18,310	11,159

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 31 March 2019 based on the District's budgeted NCoS.

For the month of March 2019, Sydney Local Health District (**SLHD**) General Fund Expenditure was \$3.517M (2.34%) unfavourable to budget. GF Revenue was \$3.850M (2.24%) favourable to budget for the month. For the period ended 31 March 2019, GF Expenditure was \$8.043M (0.62%) unfavourable to budget and GF Revenue was \$0.571M (0.04%) favourable to budget. For the year ended 31 March 2019, the District's GF NCoS was \$7.472M unfavourable to budget.

The YTD results reflect the impact of the Own Source Revenue budget realignment (excluding User Charges) that was processed by the Ministry during the month of March. The District has requested the Ministry to further review the final Facility Fees budget realignment and is awaiting a response, this expected to be resolved prior to April 2019 end of month close.

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 March 2019, GF Total Expenditure was \$3.517M (2.34%) unfavourable to budget, reflecting unfavourable results for Overtime (\$0.301M), Annual Leave Provision (\$0.157M), Superannuation (\$0.630M), VMO Payments (\$0.673M), G&S Drugs (\$0.651M), G&S Medical and Surgical Supplies (\$0.500M), G&S Support (\$0.590M) and G&S Admin (\$3.346M) offset by favourable results in Salaries & Wages (\$0.532M), Other Employee Expenses (\$0.351M), G&S Special Services (\$0.708M), G&S Prosthetics (\$0.187M) and RMR (\$1.651M).
- YTD March 2019, GF Total Expenditure was \$8.043M (0.62%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages (\$2.624M), Overtime (\$2.454M), Annual Leave Provision (\$2.448M), Superannuation (\$1.991M), G&S Medical & Surgical Supplies (\$2.132M), G&S Special Services (\$1.079M), G&S Drugs (\$1.444M), VMO Payments (\$0.731M) and Grants (\$0.653M) offset by favourable variances in Other Employee Expenses (\$2.913M), G&S Admin (\$2.770M) and RMR (\$2.738M).

Revenue

- GF Total Revenue was \$3.850M (2.24%) favourable to budget for the month of March 2019. The result for the month reflects favourable variances in High Cost Drugs (\$1.944M), Grants & Contributions (\$5.101M), Conference & Training Receipts (\$0.213M), Emerging Rights to Assets (\$1.153M) and Doubtful Debts (\$0.317M) offset by unfavourable variances in Patient Fees (\$3.638M), Insurance Refunds (\$0.554M), Facility Fees (\$0.122M) and Services to Other Organisations (\$0.730M).
-

- YTD March 2019, GF Total Revenue was \$0.571M (0.04%) favourable to budget. The favourable YTD result reflects favourable variances in Patient Fees (\$0.133M), Grants & Contribution (\$3.496M) and Other Revenue (\$1.018M) offset by unfavourable variances in User Charges (\$4.076M) and Doubtful Debts (\$2.430M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$2.129M favourable to budget for the month of March 2019 and \$2.432M unfavourable to budget for the nine months ended 31 March 2019. The YTD result reflects an unfavourable budget variance for Expenditure (\$3.324M) offset by a favourable budget variance for Revenue (\$0.892M).

CONSOLIDATED RESULT

For the period ended 31 March 2019, the consolidated year to date NCoS result for the General Fund and SP&T was \$9.904M unfavourable to budget. The consolidated result comprises unfavourable variances for Expenditure (\$11.367M) and Doubtful Debts (\$2.503M) offset by a favourable variance in Own Source Revenue (\$4.058M)

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

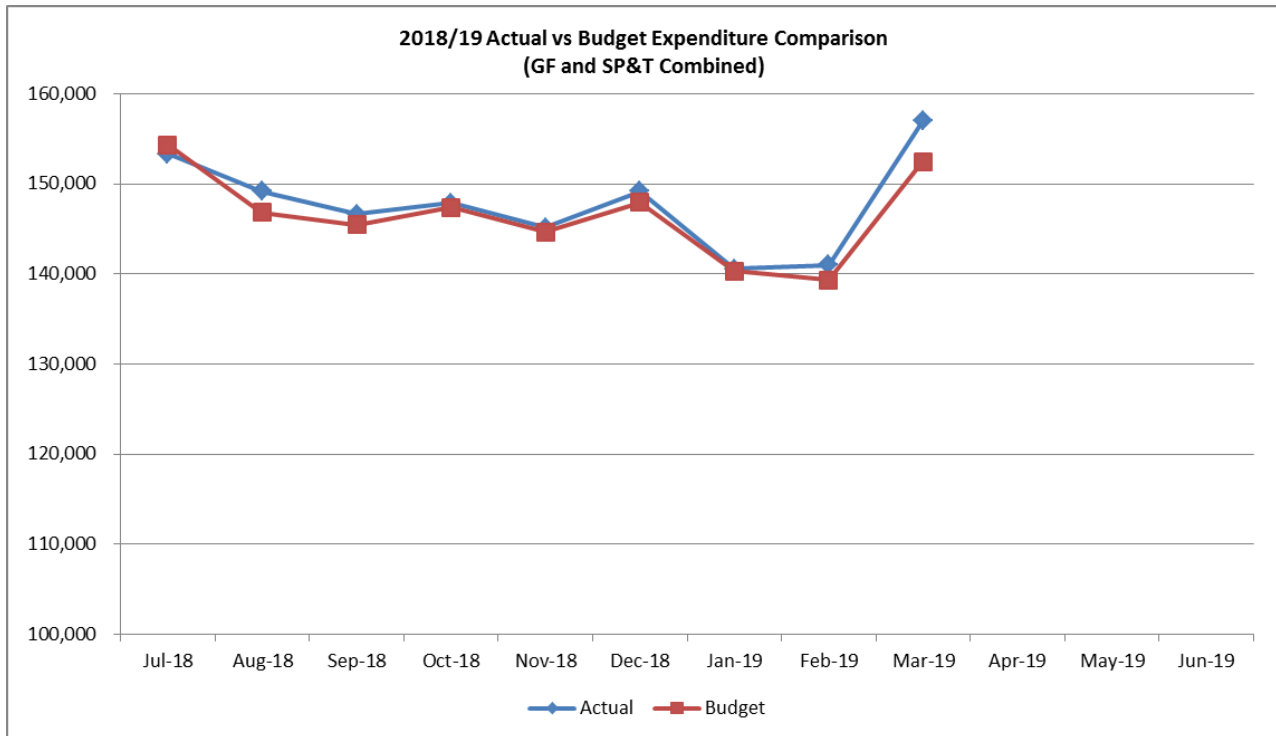
For the period ended 31 March 2019, SLHD recorded a Total Net Result of -\$33.995M (Note that Total Revenue was higher than Total Expenditure for YTD March 2019) which was \$9.938M (23%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD March 2019 was \$10.703M unfavourable to budget. The YTD Net Direct Operating Result reflects an unfavourable budget variance in Expenditure (\$13.574M) offset by a favourable budget variance in Revenue (\$2.871M).

For the month of March 2019, Total Direct Revenue was \$5.488M favourable to budget, comprising favourable variance for the General Fund (\$2.396M) and the SP&T Fund (\$3.092M). YTD Total Direct Revenue was \$2.871M favourable to budget, comprising favourable variances for the General Fund (\$1.927M) and the SP&T Fund (\$0.944M). The YTD result for the GF reflects favourable variances in all Revenue categories except User Charges.

Total Direct Expenditure was \$6.304M unfavourable to budget for the month of March 2019, comprising unfavourable results for the General Fund (\$5.156M) and the SP&T Fund (\$1.147M). YTD Total Direct Expenditure was \$13.574M unfavourable to budget, comprising \$10.650M unfavourable variance for the General Fund and a \$2.924M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages (\$2.624M), On-costs (\$1.527M), Overtime (\$2.454M), VMOs (\$0.731M), Support Services & Utilities (\$0.614M), Direct Clinical Operating (\$4.817M) and Grants & Subsidies (\$0.653M) offset by favourable result for G&S Corporate and Operational Admin (\$2.770M).

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 31 March 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 March 2019.

The cash balance at 31 March 2019 for the SLHD Operating bank account was \$9.469M and the Operating Cash book balance was \$9.278M.

CAPITAL WORKS – SMRS PROJECTS

As at 31 March 2019 the District's Full Year Capital works budget relating to SMRS Projects is \$37.630M comprising \$8.892M of MoH funded projects and \$28.738M of locally funded projects. In March 2019, two projects, the Fussell House development at CRGH and the Canterbury Hospital Emergency Department Expansion were approved. The total value of these projects is \$13.221M, \$10.721M is MoH/Commonwealth funded and \$2.500M locally funded.

Actual expenditure as at the end of March 2019 was \$9.665M which is marginally below budget.

OTHER CAPITAL PROJECTS

As at the end of March 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 is to be undertaken. Hot cells tender review is 90% complete. Partition works outside of the clean room areas has commenced.

Renal Medicine - PMBC

Internal linings are complete. Mechanical, electrical and hydraulic services installations are 90% complete. Painting, tiling and flooring has commenced.

Building 75, Level 11 Respiratory Labs – Stage 2

Phase 1 works are complete, air conditioning control strategy is being finalised. Final commissioning will be completed mid-May.

Hydrotherapy Pool Stage II

Bariatric hoist is under procurement with an expected delivery date of mid-May. Building works are complete.

ED Refurb/Paediatrics & Flight Deck

Flight deck works to commence in May 2019. ETA area has been occupied.

Pharmacy Manufacturing

The Design is ready for user sign off. FFE list is being finalised. Quotes are to be submitted.

Concord

Concord Redevelopment

Enabling Works have continued during the period including the following:

- Demolition works - all buildings demolished with load out continuing
- Trenching works – campus ring main for hydraulic, electrical and communications is complete. Final connections for hydraulic services will be complete this month.
- Delivery and installation of 5 substations
- Energised new High Voltage ring main around the campus
- Installation of High Voltage switch gear to Substation 1
- Completion and commission of medical gas reticulation through building 3, 5, ramp wards and through to the Eastern campus.
- Commissioning of a generator complete during the period.
- Building 3 plantroom boilers and steam plant installed and commissioned to support heating and hot water for building 3 and 5 and steam generation for CSSD.

To date 133 Disruptive Works Notices have been coordinated and delivered in collaboration with the project team, Hospital Engineering and Executive.

During the period, planning and design meetings have continued. Roberts Pizzarotti have taken partial site possession in April with foundation piling for the main building due to commence this month.

Project Decanting – VMO Car Park

Site establishment works are underway, sub-contractor has been engaged.

Mental Health Therapeutic Environment Minor Capital Works

Works are underway.

Canterbury Hospital

ED Expansion

Site establishment is complete. Emergency Entry has been demolished. Final service locations are complete. Structural works are to commence early May 2019.

PLANNING

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.

The Planning Unit is reviewing and updating the projected clinical service activity using the new Ministry of Health forecasting tools (HealthApp). Updated activity and staffing data has been incorporated into departmental and service summaries for review and discussion as the initial stage of consultation.

The consultation plan for Stage 2 has been developed and approved by the Steering Committee.

A significant amount of data and information has been generated on the proposed Concord Radiotherapy service to identify future activity scenarios, demand and forecasts. The Planning Director provided a presentation on this data to the District Radiotherapy Working Group.

Camperdown-Ultimo Collaboration Alliance

A number of meetings have been held to formalise the governance structure and functions of the Collaboration Area Alliance.

- Agreement has been reached and funds collaboratively provided for a senior person to manage this work.
- A meeting has been organised between the Alliance and the Greater Sydney Commission executive to discuss the GSC role in furthering the work of the collaboration area, transport issues, land use and key strategies.
- The Inner West Council will collaborate with the City of Sydney, SLHD and the University of Sydney to undertake a land use study in the Camperdown part of the Collaboration Area to commence the study for the biotechnology hub and related uses.
 - The Planning Unit has provided a summary of the RPA Clinical Services Strategy for this study.

Greater Sydney Commission – Council Local Strategic Planning Statements

The Planning Unit attended Greater Sydney Commission (GCS) sessions for our local councils to present their draft Local Strategic Planning Statements to the GCS and relevant agencies. These plans include information related to the Camperdown-Ultimo Collaboration Area, our physical facilities, our plans for the future and healthy urban development.

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 five facility strategic plans are currently under review in the Planning Unit. These plans will be submitted to the Chief Executive for presentation at the District Clinical Council.

SLHD Clinical Stream Position Papers 2019-2024

The Planning Unit is continuing to work with Clinical Directors and Clinical Managers to finalise the Position Papers to align with the SLHD Strategic Plan 2018-2023.

(draft) Central and Eastern Sydney Primary Health Network Mental Health and Suicide Prevention plan

This plan has been reviewed and commented upon by the Planning Unit and other relevant units and the CE has agreed that it can now proceed to open consultation.

RPA HealthOne (Green Square)

Health Infrastructure is continuing to work with SLHD to progress property acquisition options.

The Planning Unit has developed a paper outlining the current and future demand for dialysis services in Green Square/Waterloo.

Work has continued on the economic appraisal of options for Green square/Waterloo in collaboration with Health Infrastructure.

Waterloo Metro

The District provided comment on the draft plans for the Waterloo Metro Station development.

SYDNEY RESEARCH

OHMR – NSW Cardiovascular Disease Clinician Scientist Grants

The NSW Cardiovascular Research Capacity Building Grants Program aims to increase the number of high-quality CVD researchers in NSW and increase the national and international competitiveness of CVD researchers in NSW. These are aimed at suitably qualified clinicians working in the area of CVD within a NSW Public Health Organisation who wish to undertake research. The grant offers funds up to \$250,000 per year for a three year duration, and focus on biomedical discovery research and clinical, health services and population health research.

Board Report

Six clinician scientists from SLHD have been invited to full application:

Clinician Scientist	Project Title	Funding Requested	Research Organisation
Dr Vivien Chen	Procoagulant platelets: a novel target in cardiovascular disease	\$750,000	ANZAC Medical Research Institute
Assoc. Prof Meg Jardine	Pilot implementation trial of mobile phone-based interventions to reduce evidence-practice gaps in individuals at high risk of CVD: a trial using routinely collected data	\$735,000	The George Institute for Global Health
Prof Anthony Keech	Amelioration of peripheral vascular disease in diabetes by promotion of diabetic foot ulcer healing using oral and/or topical fenofibrate	\$731,776	NHMRC Clinical Trials Centre
Prof Leonard Kritharides	Reverse cholesterol transport in at risk populations	\$740,112	ANZAC Medical Research Institute
Dr John O'Sullivan	Giving the failing heart the nutrients it needs	\$746,423	Heart Research Institute
Dr Freda Passam	Targets for the prevention of cardiovascular thrombosis in patients with metabolic syndrome	\$747,432	Heart Research Institute

The six applications were approved for submission and provided to the NSW OHMR on 27 March 2019.

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 second STRIVE session will be held on Tuesday 30 April 2019, titled "*Funding your idea*". The focus on the session will be to help researchers and clinicians identify financial support to help their idea take off with an introduction to grants, partnerships, venture capital and fundraising. The session invites the following guest speakers:

- Ms Anne O'Neill, Director, Enterprise and International Engagement, Office for Health and Medical Research
- Dr Melissa Burnie, Investment Manager, Brandon Capital MRCF
- Dr Stephanie Blows, Principal Policy Officer, Office for Health and Medical Research
- Mr George Sidis, Managing Director, IDE
- Dr Sarah McDonald, CEO, Baymatob

The STRIVE series in 2019 will support The Big Idea as part of the 2019 Sydney Innovation and Research Symposium. The Sydney Research website has been updated with the details.

The Big Idea

The Sydney Research team are continuing to finalise the program, speaker list and judging panel. In addition to keynote speaker Mr Richard Taggart, Chief Information Officer SLHD, winners of The Big Idea from 2018 and 2017 Professor Wojciech Chrzanowski and Professor Gerard Sutton have been confirmed to present updates on the AeroEV and Corneal BioPen devices. The Sydney Research website has been updated with the details and application forms.

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”*. Prof John Zalcborg OAM, Chair of the Australian Clinical Trials Alliance (ACTA) has been confirmed as keynote speaker. 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)

Recruitment is in progress for a Project Manager (Digital Communications) for the EQRLHDs project, to be supported by SLHD and OHMR. Interviews will be held in May 2018. Sydney Research continues to work with OHMR in strengthening the EQRLHD program of work.

Sydney Health Partners (SHP)

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

- Medical Research Future Fund (MRFF) applicants for Round 3 have been assessed against specific criteria and reviewed by the SHP Research Committee. Applicants have been asked to revise their budgets and milestones further. Successful applicants will be advised of the outcome at the end of April 2019.
- Medical Research Future Fund (MRFF) Round 4 was not an open call, with a range of research projects being approached with a range of focus areas including community engagement and outcomes, genomics, sleep and brain ageing, indigenous health, rural health, chronic disease and adolescence. Final decisions will be made mid-April 2019.
- 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.
- SLHD will be the first of the Sydney Health Partners (SHP) partner organisations to sign the SHP Data Accord, the aim of which is to bring about a data ‘sharing’ relationship based upon safe, lawful and appropriate disclosure and use of health data across the SHP facilities. A tentative date for official signing has been set for 8 May 2019.

Patient and Family Centred Care (PFCC) Research Working Group

Ms Rabia Khan has been appointed as the Head, Commissioned Research and Engagement, to progress The George Institute and Sydney Local Health District partnership for the development, leadership and management of the Consumer and Community Engagement program.

Ms Khan commenced on 8 April 2019 and will work 0.5 FTE for The George Institute and 0.5 FTE for Sydney Local Health District. Ms Khan has extensive experience in health and academia and has most recently worked at the Organisation for Economic Co-operation and Development. Ms Khan has a strong passion for ensuring patients and consumers are engaged in research planning and design and will be instrumental to developing the Patient and Family Centred Care (PFCC) Research working group action plan for 2019/2020.

Franklin Women

Sydney Local Health District has joined as a Franklin Women Academic Partner and also the Mentoring Program for 2019. This is a fantastic opportunity for women aspiring to leadership roles to be a mentee, and also for male and female leaders (as a mentor) to develop inclusive leadership skills which they can apply to their own teams, organisations and the broader sector. The Mentoring Program aims to support the career development of women over a 5-month program delivered between June and November 2019. Nominations for the Mentoring Program closed on 11 April 2019, with the final approval and recommendation to be finalised by 18 April 2019. Sydney Research has been working with Franklin Women to support and host one of the key Mentoring Program kick off events.

Dr Denise Cummins, HIV specialist nurse, SLHD, will be featured in the Franklin Women April 2019 newsletter. Dr Cummins has over 20 years of clinical experience in the acute inpatient, outpatient and community settings, and has completed, presented and published several research projects in medication adherence, HIV positive women's issues, ageing and HIV, smoking cessation and HIV associated cognitive impairment. Dr Cummins has also had extensive experience developing and facilitating educational curriculums and workshops in Australia and in a voluntary capacity in Nepal, Thailand, Papua New Guinea and Myanmar.

Biodesign

SLHD has partnered with the University of Sydney to launch the Biodesign program, as a pilot for NSW Health in embedding research leadership, innovation and collaboration. Biodesign Australia is a fast-paced, hands-on course for aspiring biomedical innovators and entrepreneurs with a drive to improve healthcare in NSW, Australia and around the world. The 6 month program will involve 5 teams of 5 participants, working in 5 SLHD departments. These departments are being finalised. The program will form diverse, multidisciplinary teams with a creative and entrepreneurial mindset, to identify unmet clinical needs and work towards providing a solution, whilst learning about the medical device development process of prototyping, writing patents, developing regulatory, intellectual property, reimbursement, business and funding strategies. Applications will open end-April / beginning May 2019, and will be officially launched during the 2019 Sydney Innovation and Research Symposium.

Precinct Planning

The Working Group and Governance Council for the precinct planning continue to collaborate to progress the planning in line with the Royal Prince Alfred Hospital redevelopment work. The group has obtained guidance and direction from the Executive Director, OHMR, regarding the suite of metrics to 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.

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 March 2019 welcomed a presentation from BCAL Diagnostics on its recent research, journey and future plans. This has led to linkages forming with the view of developing future collaborations, particularly with the NSW State-wide Biobank.
- Sydney Research continues to support partnerships and collaboration opportunities, linking with the Macquarie University Centre for the Health Economy (MUCHE), as well as the University of Sydney Faculty of Engineering and Business School.
- 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 continues to support the work of the Collaborative Centre for Cardiometabolic Health in Psychosis (ccCHiP) in progressing the clinics and its expansion into other locations and avenues.
- 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.
- Sydney Research has attended a number of events representing Sydney Research and/or SLHD including:
 - Franklin Women event: Applying an entrepreneurial mindset to your health and medical research career on 28 March 2019;
 - Graduate Health Management Program Learning Set on 29 March 2019;
 - Prospectus of Statewide Medical Research Assets Workshop on 3 April 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 690 followers on Twitter.



Dr Teresa Anderson AM
Chief Executive

Date: 20. May 2019