Minutes

Sydney Local Health District

Eighty Ninth Meeting of the Board

Date: Monday 15 July 2019

Time: 9.00am – 11.00am

Venue: SLHD Boardroom

Chair: The Hon. Ron Phillips AO, Chair

1.   Present and apologies

The Hon. Ron Phillips AO, Chair
Ms Victoria Weekes, Member
Ms Susan Anderson, Member
A/Professor Christine Giles, Member
Mr Richard Acheson, Member
Ms Ronwyn North, Member
Mr David McLean, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

Dr Thomas Karplus, Member
Ms Frances O'Brien, Member
Professor Paul Torzillo AM, Member
Dr Mary Haines, Member
Dr Alicja Smiech, Chair, Medical Staff Executive Council

In attendance

Ms Nerida Bransby, Secretariat
Dr Tim Sinclair, Director, Operations
Mr Ross Sinclair, Director of Finance
Dr Katherine Moore, Executive Director, Clinical Governance and Risk (Departed 10.30am)
Ms Lou-Anne Blunden, Executive Director, Clinical Services Integration and Population Health (Departed 10.30am)
Ms Gina Finocchiaro, Executive Director, Workforce and Corporate Operations (Departed 10.30am)
Dr Kim Hill, Acting Director Medical Services (Arrived 9.35am - Departed 10.30am)
Ms Ivanka Komusanac, Executive Director, Nursing and Midwifery (Departed 10.30am)

Others in Attendance

Ms Miranda Shaw, General Manager, Community Health (Departed 10.30am)
Ms Dianna Jagers, Director, Integrated Clinical Systems, Community Health Services (Departed 10.30am)
Ms Renee Morton, General Manager, Population Health (Departed 10.30am)
Ms Michaela Christy, GHMP Trainee
Mr Marc Sidarus, GHMP Trainee

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2. Welcome and introductions

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

Presentation: *"Deep Dives into Population Health and Community Health Services"*

Dr Tim Sinclair presented on **Population Health**:

- Overview of Population Health and the services provided including Health Promotion Unit, HIV and Related Programs (HARP) Unit, Diversity Programs and Strategy Hub and the Sydney Health Care Interpreter Service (SHIS).
- Financial Performance Overview including total expenditure, employee related expenses, and compound actual growth rate.
- Activity and Performance including KPIs in SLHD service agreement, internal and external usage for the SHIS and overview of the key activity for 2017/2018.
- Out of one hundred and twenty six schools in our District, one hundred schools participate in the Live Life Well@ School program.
- Workforce includes FTE numbers, workcover claims, premium staff usage, sick leave, excessive annual leave numbers, people matter results and actions and serious investigations and trends.
- Quality and Safety
- Challenges and Strategies including achieving population health service agreement KPIs, capacity and structure to respond to changing culturally and linguistically diverse (CALD) population, healthy food and drinks in health facilities framework, building Population Health research and culture and meeting the increasing demands for the interpreter service.
- Innovations include cultural support program, healthy beginnings, maximising cure of hepatitis, reach and engage priority populations for HIV testing and new technology in the delivery of the interpreter service.

Dr Tim Sinclair presented on **Community Health Services**:

- Overview including all services are District-wide, twenty five clinical service sites in the community, outreach and in-home nursing, long history of delivering care in the community including prevention, early intervention, assessment, treatment, health maintenance and continuing care services designed to improve and support the health and wellbeing of individuals and communities, role in supporting hospital discharge, Sydney District Nursing, Sexual Assault Service, Child and Family Health Services, Community Health and Youth Health.
- Financial Performance Overview including total expenditure, employee related expenses, and compound actual growth rate.
- Activity and Performance including outpatients and impacts on activity data.
- Workforce includes FTE numbers, workcover claims, premium staff usage, sick leave, excessive annual leave numbers, people matter results and nil serious investigations / grievances
- Quality and Safety include independently accredited as a stand-alone facility, IIMs trends and Work Health Safety Audit.

- Challenges include accommodation, National Disability Insurance Scheme, service capacity, aging HIV clients and measuring success.
- Innovations include first 2000 days, integrated care program, wound care technology and trauma-informed services.

Following discussion the Chair and the Board thanked Dr Sinclair, the Community Health Services and Population Heath Teams for the comprehensive and informative presentation.

Copies of these presentations are to be forwarded to the Board.

Presentation: Wrap Up of 2018/2019 and Budget for 2019/2019

Dr Anderson and Mr Ross Sinclair presented on the Wrap Up of 2018/2019 and Budget for 2019/2020:

- Overview included wrap-up of the 2018/2019 financials, challenges, achievements, capital works projects, service activity and highlights.
- Overview of the Service Agreement including objectives, national agreement – hospital funding and health reform.
- Governance including clinical, corporate, procurement, safety and quality accounts, performance framework, and service agreement schedules.
- Local Priorities.
- Key Performance Indicators.
- Strategic Deliverables for 2019/2020.
- National Health Funding Body and 2019/2020 Service Agreement.
- Capital Program 2019/2020.
- 2019/2020 Budget Principles including budget from Ministry of Health, activity NWAU prices, facility budget allocations.
- 2019/2020 Service Agreement
- Next Steps
- A meeting with key staff and clinicians will be held today to discuss the 2019/2020 budget enhancements.

Following discussion, the Board agreed to:

- Some minor amendments and additions.
- A copy is to be provided to the Board following the amendments.
- In order to meet the deadline, an extra-ordinary Board meeting is to be held on Monday 22 July 2019 at 5.00pm for ratification and approval for publication of the document. Teleconference facilities will be made available.

The Board thanked Dr Anderson and Mr Sinclair and the staff for providing the presentation.

3. **Declaration / Removal of conflicts of interest**

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

There were no other **new** conflicts of interests to declare or to be added to the Register at this meeting.

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4. **Confirmation of previous minutes**

    4.1   Minutes – 17 June 2019

        The minutes of the Board meeting held on Monday 17 June 2019 were moved and seconded.

        The Chair then signed the minutes.

    4.2   CE Report – June 2019

        The Chair declared that the CE Report for June 2019 was ready for publication.

5. **Matters arising from the previous minutes**

    5.1   Action sheet

        This agenda item was deferred to the next meeting.

6. **Patient Story**

This agenda item was deferred to the next meeting.

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**

A/Professor Giles attended the Council of Board Chairs Forum on 24 June 2019. A verbal report was provided including NSW whole of government budget framework and the outlook for forward years, the health budget framework and priorities. It was noted that the Premier's priorities have not been finalised at the time of the meeting.

9. **Chief Executive's report**

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

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9.1   Finance and Performance Reports

   9.1.1   SLHD Board reporting pack – May 2019

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

   9.1.2   Selected Performance Indicators – May 2019

           The Board received, read and noted this report.

   9.1.3   HealthPathways Dashboard Report for 1 – 19 June 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 April - June 2019 is due in September 2019.

   (ii)   Pressure Injuries

           The Board received, read and noted this report.

   (iii)   SLHD Risk Register

           The Board noted this report was due in September 2019.

9.5   Audit and Risk Committee Report – Period 1 March 2019 – 30 June 2019

        The Board received, read and noted this report.

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9.6   Facility Reports – May 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.

(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 (April – June 2019)

The Board noted the report for April – June 2019 is due in August 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 17 June 2019.

11.2   Education and Research Committee

The Board noted the next meeting is to be held on 15 July 2019.

11.3   Communications Committee

The Board noted the next meeting is to be held on 3 September 2019.

11.4   Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 13 June 2019.

11.5   Health Care – Clinical Quality Council

The Board noted the meeting to be held on 26 June 2019 was cancelled due to the Symposium.

11.6   Health Care – Clinical Council

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

11.7   Medical Staff Executive Council

The Board noted the next meeting is to be held on 2 August 2019.

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

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

11.9   Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 30 July 2019.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board noted the next meeting is to be held on 18 July 2019.

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 8 May 2019.

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board received, read and noted the minutes of the meeting held on 20 June 2019.

12.4 Surgical Demand Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 19 June 2019.

12.5 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

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

12.6 NSW Health / SLHD Performance Review Meeting

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

12.7 Organ Donation for Transplantation

The Board noted the meeting to be held 25 June 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 11 June 2019.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

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

12.10 Concord Hospital Redevelopment Executive Steering Committee

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

12.11 Sydney Healthy Eating and Active Living Committee (SHEAL) (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 6 June 2019.

13. Matters for noting

13.1 Correspondence - NSW Audit - Governance of Local Health Districts and Observations on Early Close Procedures

The Board received, read and noted this correspondence.

Following discussion, the Board agreed the District appears in a good position, however all members are to provide feedback to the Board Chair and the Chief Executive on areas that the District could make improvements.

13.2   Release of inaugural SLHD's Board Reports

The Board received, read and noted this correspondence. Following discussion, the Board agreed to place this item on the Finance, Risk and Performance Management Committee agenda.

13.3   NSW Healthy Food and Drink Framework Annual Audit Report Card for SLHD

The Board received, read and noted this correspondence.

13.4   Correspondence Statewide Activity May 2019

The Board received, read and noted this correspondence.

14.   Other Business

14.1   SLHD Innovation Week 24 – 30 June 2019

The Board commented on the highly successful events and the Symposium held throughout the SLHD Innovation Week. Letters of thanks are to be provided to the organisers.

Next Meeting

The next meeting is to be held on Monday 19 August 2019 at 9.00am in the SLHD Boardroom.

The meeting closed at 11.55am.

_____
Chair

19/08/2019
_____
Date

Board Report

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

Mental Health has been very busy with high acuity patients. Mental Health Readmissions within 28 days slightly increased for the month of March to 17.4%, from February result of 15%. There has been a slight increase (0.4%) in the percentage of Mental Health Readmissions within 28 Days as of YTD March 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 5.6% for the month of April and 5.5% YTD April, which is below the State rate for the month of April and YTD April of 6.1%. Unplanned Emergency Representations (same ED within 48 hours) were 3.8% for the month of May and 4.2% YTD May, which are also below the State rates of 4.6% for the month of May and 4.8% YTD May.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 0.6 per 10,000 bed days for the month of April 2019. There were 0 Central Line Associated Bloodstream (CLAB) infections during April 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 February except for 3rd or 4th Degree Perineal Lacerations During Delivery (per 1,000 bed days), which was slightly above target (0.353) for the month of March by 0.038. RPA and Canterbury March YTD improved by 0.156 and 0.108 respectively compared to same period last year.

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, Nursing and Allied Health for May 2019 compared to the same period last year by 0.19, 2.04 and 0.34 respectively. Due to increased activity. 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.

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Staff Safety

Workplace injury claims have increased by 9 claims (39.1.8%) for the month of May 2019, when compared to the same time last year, this particularly relates to one incident on a renal ward. YTD May injury claims have increased by 3 (1.2%) in comparison to the same period last year.

Activity

There was a slight increase (1.40%) in the number of separations (15,603) for the month May 2019 when compared to the May last year. YTD separations have increased across the District by 1.85% in comparison to last year. In May the District's occupancy rate increased by 7.65%, to 91.63% when compared to the 83.97% in May 2018, reflecting the acuity of patients. The YTD occupancy rate has increased by 3.91%, to 88.51%, when compared to YTD May 2018.

There were 14,464 attendances to the District's Emergency Departments in May 2019, representing an increase of 5.38% when compared to the same month last year. YTD Emergency Department attendances have increased by 3.57% to 157,268. YTD case weighted attendances have increased by 4.20%, when compared to the previous year.

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

The District continues to work on ETP performance, with a -4.76% decrease in the month of May 2019, to 68.31%, when compared to the same month in the previous year. YTD May there has been a -2.29% decrease in ETP performance to 69.19% when compared to the same period in the previous year. YTD May, 286 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 did not meet the transfer of care (TOC) target (90%) in May 2019, with 86.94% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. The main driver for this was the signficant increase in ambulance presentations over this time. YTD May the District continues to meet the TOC target, again highlighting the success of the RPA TOC Program in operation in SLHD Emergency Departments.

ED Triage

The District met target for Triage Categories 1, 2, 4 and 5 for the month of April. The District continues to make improvements in relation to Triage Category 3 performance YTD; however, it was slightly below target at 72.56% for the month of May, representing a -3.42% drop on the 75.98% in May 2018. YTD May Triage Category 3 performance has increased by 2.72% to 73.16%, when compared to the 70.45% for YTD May 2018.

Elective Surgery

There was a slight (3.87%) increase in surgical admissions in the month of May 2019 when compared to the same month last year. YTD surgical admissions have increased by 1.78% across the District. SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery achieving 000, with all patients admitted within the clinically appropriate timeframe for their surgery. There has been a 23.56% decrease in surgical patients not ready for care for the month of May 2019 (1,061 patients), when compared to the same month last year (1,388 patients). This remains a focus for the District.

Emergency Surgery

May 2019 experienced similar volume of emergency surgery as the same period last year. YTD emergency surgery has increased by 428 cases (3.6%) across the District.

Board Report

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 4.0% increase in the number of Hospital in the Home overnight separations May YTD in comparison to the same period last year. As previously indicated the District would have significant difficulty in managing inpatient demand 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 1.67% variance to target for YTD April, excluding DWAU.

Stream	Target	Actual	Variation	Variation %
Acute	135,042	136,688	1,646	1.22%
ED	19,357	19,777	420.236	2.17%
NAP	38,000	37,457	-543	-1.43%
SNAP	9,761	10,049	287.761	2.95%
MH Admit*	13,905	14,250	345.212	2.48%
MH NAP**	6,988	8,549	1,561	22.34%
Total	223,052	226,770	3,718	1.67%
Dental DWAU	60,766	72,846	12,080	19.88%
Dental NWAU#	7,630	9,147	1,517	19.88%
Total (NWAU)	230,682	235,917	5,234	2.27%

*April is 100% coded
**March data
NWAU=589/4691*DWAU

The District has received the final purchasing model from the Ministry of Health. 2019/20 activity targets across all streams has been distributed and currently under review by the facilities.

Sub and Non-Acute Patient (SNAP) Activity

SLHD was one of two Districts that participated in a pilot project to develop an audit tool for subacute activity. Concord and Balmain Hospitals participated in the project in May. The SLHD is awaiting a final report from the Ministry of Health.

Non-Admitted Patient (NAP) Activity

SLHD will be participating in the national costing study to inform the development of a new Australian Non-Admitted Care Classification (ANACC). The District has nominated 51 clinics to participate. This consists of 31 from RPA and IRO, 9 from Concord and 10 from Sydney District Nursing Community Health.

Board Report

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage
For the month of May 2019, 17.68% (2,659 separations) of all patients discharged by SLHD facilities were classified as privately insured.
For the financial year ended 31 May 2019 there were a total of 29,365 (18.91%) private patients admitted, a reduction of 1,566 (5%) patients compared to the same period last year. The April 19 YTD results across each facility were:

- RPAH – a reduction of 1,611 (10.6%) private patients.
- Concord – an increase of 75 (0.6%) private patients.
- Canterbury Hospital – a reduction of 104 (5.2%) private patients.
- IRO – an increase of 15 (5.5%) private patients.
- Balmain Hospital – an increase of 59 (28.8%) private patients.

Single Room Usage
For the month of May 2019, 7.59% of patients were flagged as infection control across the District, compared to the average of 8.29% for the first eleven months of the financial year.

For the month, 29% of all available single rooms were occupied by private patients and 39% of all private patients were accommodated in single rooms.

For the first eleven 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
Key notes:

- Governance over SLHD revenue was discussed including a change in attendance at the Revenue Committee meeting to include General Managers
- Facilities will conduct a review of all outpatient clinic activity to identify revenue opportunities
- Finance to develop standardised financial vs activity reporting across all facilities

REDESIGN AND SERVICE IMPROVEMENT

Innovations
- The Pitch will be held as part of the SLHD Innovation and Research Symposium on Friday 28 June 2019. Eight applications were received in this round, with five applications successfully going to the live event. These include:
    1. **The EarPhone Project**:
        - Description: The EarPhone Project combines two new pieces of technology to address the problem of ENT access for rural communities using a telemedicine format.
        - Applicant: A/Prof Alex Saxby, Visiting Medical Officer, ENT, Royal Prince Alfred Hospital (RPAH)
    2. **Renal Dietary Education Now and Later (RENAL):**
        - Description: This innovation explores the use of short videos to provide nutritional education to patients with renal disease.
        - Applicant: Rachel van Rugge, Clinical Dietitian, Nutrition and Dietetics, RPAH

3. **The "You Matter" Equal Access to Cystic Fibrosis Care Initiative**:
   - Description: This innovation proposes improved access to tertiary level Cystic Fibrosis care for patients in telehealth eligible areas and those with multi-resistant microbes.
   - Applicant: Sheila Sivam, Cystic Fibrosis Physician, Respiratory and Sleep, Cystic Fibrosis Service, RPAH
4. **Innovation in Communication**:
   - Description: The project initiates the development and facilitation of a child protection specific communication simulation to practice communication with patients, families and teams.
   - Applicant: Rheannwynn Sneesby, CNC Child Protection, Nursing Support, Canterbury Hospital
5. **Improving Nutrition and Hydration for Medical Staff**:
   - Description: This innovation explores ways to better manage and support junior medical officer's well-being and nutrition.
   - Applicant: Louise Treloar, Graduate Management Trainee, Office of the Chief Executive, SLHD

- This year will explore a 'People Choice' award for The Pitch which will include the audience in selecting a choice winner for this piece.

Clinical Redesign: CHR Projects
- The "A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA" Project (CHR 2018 – first intake) is in the process of implementing nine (9) solutions. Progress includes:
  - eReferrals went live on 4 June 2019.
  - A 12 week Clinic Huddles pilot is concluding. A staff survey was conducted at the mid-way (6 weeks) point to evaluate the effectiveness of the huddle. The huddle has been received favourably with the staff. An end of pilot evaluation is about to be sent out.   It is planned to expand the clinic huddle to another clinic in August 2019. A time and motion study is also being conducted in this clinic to assess the effect of huddle on patient wait times.
  - Administrative staff has increased from 2 to 6. This has enabled the contacting of patients via phone to remind them of their appointments. This commenced at the end of March 2019. Data on No Show rates for each clinic is being collected to determine if the intervention is favourably affecting the clinic's no show rates.
  - Monthly education sessions for all staff commenced in May 2019.
  - Weekly departmental communication via an email newsletter commenced in March 2019. Evaluation of the newsletter via a staff survey is planned to commence to establish its efficacy.
  - A second meeting with the facility planner will be held mid-June to discuss the refurbishment of the Rheumatology Clinic environment.

Accelerating Implementation Methodology (AIM):

- The May AIM course reached capacity and received exceedingly positive evaluations.
- The next AIM training is scheduled on 8-9 August 2019.

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HealthPathways

Content development
No Workgroups were conducted in June. Paediatrics is in planning for July 2019.

Content in Development:
- Neurology
- Neurosurgery
- Rheumatology & Back pain
- Genetic Testing
- Social determinate assessment and support resources

Usage of HealthPathways
Provisional June 2019 (1 – 19) usage figures are comparable to previous periods and are continuing the increase from the first quarter of 2019. May 2019 being our most accessed month in terms of sessions of use and content viewing in 2019.

	June 2019 1 – 19	May 2019	April 2019	June 2018 1 – 19
Users	704	1,010	961	798
Sessions of use	3,132	5,781	4,801	3,114
Unique Page Views	9,368	14,237	14,237	9,809
Total Page Views	11,556	17,628	17,628	13,122

Program Funding
The next three year funding and operational support service agreement is being finalised with the Central and Eastern Sydney PHN. The PHN has agreed to support the HealthPathways Sydney program at $500,000.00 annually from 2019-2022. The new service agreement is further to the new three year agreement to continue the HealthPathways Sydney Program between SLHD and Streamliners NZ LTD.

Healthcare Innovation Conference
The program will be presenting at the Healthcare Innovation conference in late June alongside key NHS England and State and National health leaders. The presentation will be part of a suite of presentations showing how HealthPathways can drive change and innovation.

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 May 2019 based on the District's budgeted NCoS.

For the month of May 2019, Sydney Local Health District (**SLHD**) General Fund Expenditure was $0.264M (0.17%) unfavourable to budget. GF Revenue was $0.395M (0.29%) unfavourable to budget for the month. For the year to date ending 31 May 2019, GF Expenditure was $13.355M (0.83%) unfavourable to budget and GF Revenue was $4.029M (0.25%) favourable to budget. For the year ended 31 May 2019, the District's GF NCoS was $9.326M unfavourable to budget. The main driver for this is the signficant increase in activity and acuity of patients across all hospitals.

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The YTD results reflect the impact of the Own Source Revenue budget realignment that was processed by the Ministry.

The Chief Executive and the 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 May 2019, GF Total Expenditure was $0.264M (0.17%) unfavourable to budget, reflecting unfavourable results for Overtime ($0.328M), Annual Leave Provision ($0.809M), Superannuation ($0.545M), G&S Drugs ($0.447M), G&S Medical and Surgical Supplies ($1.354M), G&S Prosthetics ($1.236M), G&S Special Services ($1.010M), G&S Support ($0.141M), RMR ($1.780M) and Grants ($0.117M) offset by favourable results in Salaries & Wages ($2.062M), VMO Payments ($0.628M), Other Employee Expenses ($0.351M) and G&S Admin ($4.470M).
- YTD May 2019, GF Total Expenditure was $13.355M (0.83%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages ($0.893M), Overtime ($2.990M), Annual Leave Provision ($5.170M), Superannuation ($3.118M), VMO Payments ($0.886M), G&S Drugs ($2.607M), G&S Medical & Surgical Supplies ($3.899M), G&S Prosthetics ($1.370M), G&S Special Services ($2.156M), G&S Support ($1.039M) and Grants ($1.135M) offset by favourable variances in Other Employee Expenses ($3.611 M), G&S Admin ($7.170M) and RMR ($1.216M).

Revenue

- GF Total Revenue was $0.395M (0.29%) unfavourable to budget for the month of May 2019. The result for the month reflects favourable variances in High Cost Drugs ($1.209M), Grants & Contributions ($0.163M) and Emerging Rights to Assets ($0.384M) offset by unfavourable variances in Patient Fees ($0.256M), Facility Fees ($0.247M), Services to Other Organisations ($0.219M), Rent Income ($0.333M) and Doubtful Debts ($0.665M).
- YTD May 2019, GF Total Revenue was $4.029M (0.25%) favourable to budget. The favourable YTD result reflects favourable variances in User Charges ($3.351M) Grants & Contribution ($2.961M) and Other Revenue ($2.547M) offset by unfavourable variances in Patient Fees ($0.923M), and Doubtful Debts ($3.M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was $0.852M favourable to budget for the month of May 2019 and $0.458M unfavourable to budget for the 11 months ended 31 May 2019. The YTD result reflects an unfavourable budget variance for Expenditure ($3.419M) offset by a favourable budget variance for Revenue ($2.961M).

CONSOLIDATED RESULT

For the period ended 31 May 2019, the consolidated year to date NCoS result for the General Fund and SP&T was $9.783M unfavourable to budget. The consolidated result comprises unfavourable variances for Expenditure ($16.774M) and Doubtful Debts ($3.809M) offset by a favourable variance in Own Source Revenue ($10.984M).

Board Report

**FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT**

For the period ended 31 May 2019, SLHD recorded a Total Net Result of -$20.847M (Note that Total Revenue was higher than Total Expenditure for YTD May 2019) which was $9.905M (32%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD May 2019 was $8.118M unfavourable to budget. The YTD Net Direct Operating Result reflects an unfavourable budget variance in Expenditure ($18.060M) offset by a favourable budget variance in Revenue ($9.942M).

For the month of May 2019, Total Direct Revenue was $1.192M favourable to budget, comprising favourable variance for the General Fund ($0.654M) and the SP&T Fund ($0.538M). YTD Total Direct Revenue was $9.942M favourable to budget, comprising favourable variances for the General Fund ($6.934M) and the SP&T Fund ($3.008M). The YTD result for the GF reflects favourable variances in all Revenue categories except Patient Fees.

Total Direct Expenditure was $1.529M favourable to budget for the month of May 2019, comprising favourable result for the General Fund ($1.529M) offset by unfavourable result for the SP&T Fund ($0.254M). YTD Total Direct Expenditure was $18.060M unfavourable to budget, comprising $14.421M unfavourable variance for the General Fund and a $3.638M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages ($0.839M), On-costs ($4.676M), Overtime ($2.990M), VMOs ($0.886M), Support Services & Utilities ($1.039M), Direct Clinical Operating ($10.026M) and Grants & Subsidies ($1.135M) offset by favourable result for G&S Corporate & Operational Admin ($7.170M).

MONTHLY BUDGET PERFORMANCE

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

2018/19 Actual vs Budget Expenditure Comparison (GF and SP&T Combined)

Board Report
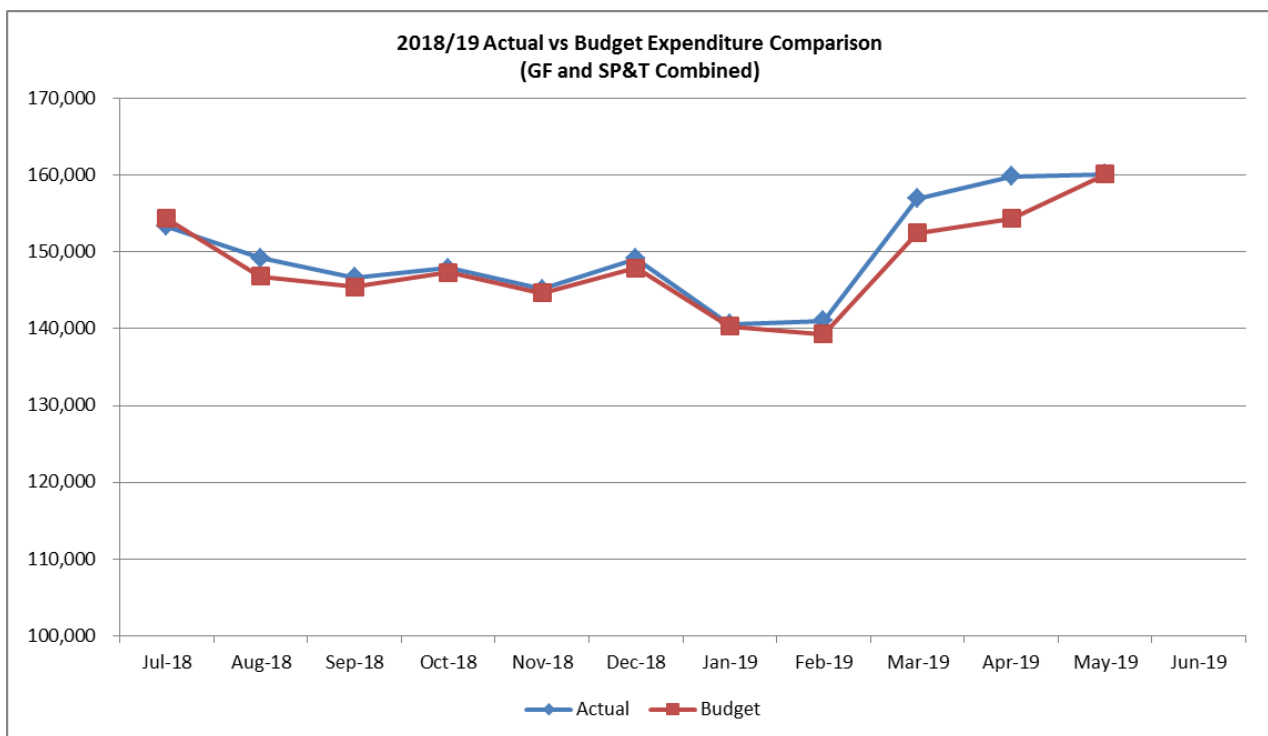
LIQUIDITY

The District has submitted a Cash Assistance request of between $20M and $25M to the MoH as there has been a significant increase in Debtors (comprising patient fees chargeable not yet collected, ineligible debtors and Lifehouse debtors) as well as a significant unfavourable variance in Doubtful Debts.

The District had NIL creditors over 45 days as at 31 May 2019. However, HealthShare placed a number of invoices on hold and released them for payment after the month close. The LHD is engaging with HealthShare regarding this matter.

The District achieved over 99% compliance with the NSW Government target for payment of small vendor creditors within 30 days for the month of May 2019. One small vendor invoice was paid outside of the 30 Days KPI. A plan is in place to ensure that this KPI is met. Discussions are occurring with HealthShare in relation to this.

The cash balance at 31 May 2019 for the SLHD Operating bank account was $7.483M and the Operating Cash book balance was $7.114M.

CAPITAL WORKS – SMRS PROJECTS
As at 31 May 2019, the District's Full Year Capital works budget relating to SMRS Projects is $37.760M comprising $9.022M of MoH funded projects and $28.738M of locally funded projects. In May 2019, an ARRP project, CRG Steam Decentralisation totalling $0.700M (MoH funded) was approved by MoH. Actual expenditure as at the end of May 2019 was $14.374M which is marginally below budget.

OTHER CAPITAL PROJECTS
As at the end of May 2019, the District has expended a total amount of $0.165M on project relating to the Patient Billing and Tracking (h-Trak) System. The total expenditure of $0.165M was sourced from the General Fund.

CAPITAL WORKS

RPA

Building 77 Plant Room
Fire service installation is complete. Lighting is complete. Louvered doors were installed early May 2019. The new boilers are being installed.

Building 63 RPU
Mechanical and electrical documentation is 95% complete. Clean room product review has been undertaken-awaiting final drawings for revised quotes. Site visits to inspect potential clean room manufacturers to be set up early in the New Year. Hot cells under tender review. Lift pit has been created. Partition framing is complete.

Renal Medicine - PMBC
Stage 1 is complete. Commissioning is complete. Renal staff will be relocating to the refurbished service in July 2019. Stage 2 start date to be confirmed.

Building 75, Level 11 Respiratory Labs – Stage 2
Phase 1 is complete and occupied. Phase 2 demolition is complete. Partitions have been installed. Service rough in has commenced. Beverage bay is complete.

Board Report

Pharmacy Manufacturing
Detailed Design has been signed off by the users and the FFE list has been prepared. The District has the elevation drawings. Final approvals are being sought.

Concord

Project Decanting – VMO Car Park
Hydraulic services have been installed. Electrical services have been installed.

Building 34-JMO's Relocation
External cladding works are 75% complete. External painting has commenced and internal area is now being occupied.

Building 2-Suite 100
Project complete and the space has been occupied.

Building 75 – Fussell House
Decanting works are underway. Service disconnections are complete. Survivorship gym have decanted and demolition works to area is underway.

Mental Health Therapeutic Environment Minor Capital Works
Complete. Project handover documentation being compiled.

Concord Redevelopment
Roberts Pizzarotti have taken partial site possession with foundation piling for the main building commenced in the North West Corner and New Atrium. Edwards enabling works will be offsite by end of July.

The next two months of key activities on the project are summarised below. July and August include a range of activities that are critical to ensuring the project remains on programme.
- Enabling works services commissioning – Ongoing – July & August;
- Enabling Works complete – Early August;
- Main works full site possession – July;
- Main works design finalisation – Ongoing – July;
- Bulk excavation – July, August; and
- Tower crane installation – August.

Canterbury Hospital

ED Expansion
Procurement is ongoing. Piers are complete. Hydraulic services are underway. Form work has commence. Rain has been impacting on works to date (15 rain days).

Community and Family Services
Project complete and area has been occupied.   A post occupancy review is being undertaken.

Balmain Hospital

GPC Waiting Room
Project complete and area has been occupied.

Board Report

PLANNING

RPA Clinical Services Plan (CSP)

With the announcement of $750 million for the redevelopment of RPA, the Planning unit has been working with the District and RPA Executive to finalise the updated Clinical Services Plan. This has involved a full consultation process across the hospital and the updating of forecasts and projections based on the latest data and the use of the new Ministry of Health forecasting tools (HealthApp). Integral to this is the articulation of new and future models of care. An Executive Steering Group has been overseeing the process.

The CSP will describe the future RPA service and how the hospital will be developed for the future. It prioritise services and strategies to meet community health needs, focusing on clinical services outcomes and where possible measurable benefits.

The CSP details the delivery of health services in the context of the prioritised investment for the LHD or SHN. It specifies the changes in services and models of care; technology; support services; and staffing as well as other service enablers relevant to the proposed investment. The CSP should also consider and discuss the business model and opportunities upon which the service could be developed or enhanced.

Fifty one consultations were held during June for departments and groupings of departments. At these meetings current activity, flows, projections and staffing data were provided and reviewed/discussed.

Each department was asked to complete a proforma outlining their service, key service interactions/flows, requirements of support and interacting services, current and expected challenges, new and anticipated models of care, ICT requirements and workforce issues. Space issues were discussed.

This process is currently being documented within the CSP. It is expected that a further consultation will be held with all departments to ensure issues have been captured.

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.

Camperdown-Ultimo Collaboration Alliance

A number of meetings have been held to formalise the governance structure and functions of the Collaboration Area Alliance.
- The position has now been advertised to lead this work.
- The Land use study has been commenced and consultants are being appointed to undertake this work.

- Sydney Innovation Technology Precinct planning is proceeding with a study examining options for industry to locate to the area and governance structures being developed.

SLHD Facility Strategic Plans 2019-2024
The five facility strategic plans have been submitted to the Clinical Council, with their respective Aboriginal Health Impact statements. These will be submitted to the Board for approval.

SLHD Clinical Stream Position Papers 2019-2024
Clinical Stream Positon Papers that have been submitted to Clinical Council include the Population Health, Public Health, Drug Health, Cardiovascular and Cancer plans. The Women's Health Stream paper and Aboriginal Health impact statement is currently under review. These will be submitted to the Board for approval.

Sydney Olympic Park Authority (SOPA)
A meeting has been organised with the SOPA to discuss opportunities for collaboration.

Redfern Station
Transport for NSW provided a presentation on the upgrade of Redfern Station to the District executive. The plan will provide a southern bridge over the rail to facilitate better access to the University of Sydney.

SYDNEY RESEARCH

The Big Idea
Five finalists for The Big Idea have been chosen to present at The Big Idea event as part of Sydney Local Health District Innovation Week on Thursday 27 June 2019. The five finalists are:

Finalist Name	Finalist Position / Organisation	Idea Title
Professor Philip Hogg	Chair in Translational Cancer Research for Sydney Catalyst, NHMRC Clinical Trials Centre Deputy Director, Centenary Institute Head, Australia Cancer Research Foundation, Centenary Cancer Research Centre	Is my tumour dying?
Dr Shaheen Hasmat	Surgical Senior Resident Medical Officer; PhD candidate, Chris O'Brien Lifehouse, The University of Sydney	BLINC - Bionic Lid Implant for Natural Closure
Professor Steve Chadban	Clinical Professor, Medicine, Central Clinical School, Bosch Institute, The University of Sydney Director, Renal Medicine, Royal Prince Alfred Hospital, Sydney Local Health District	Deluxe Medical Chair
Dr Gustavo Machado	NHMRC Early Career Fellow, Institute for Musculoskeletal Health, Sydney Local Health District Sydney School of Public Health, Faculty of Medicine and Health, The University of Sydney	Solving healthcare problems with data
Associate Professor Tamera	Respiratory Physician, Director Interstitial Lung Disease Service	Living Well with Pulmonary Fibrosis

Jo Corte	Royal Prince Alfred Hospital, Sydney Local Health District	

The five finalists will pitch their idea for a chance at securing $45,000 cash and $25,000 worth of services from Industry Partner, IDE Group. This will provides them with time and expertise in the areas of discovery, design, engineering, new product implementation, manufacturing and commercialisation. IDE Group are also providing the prize for our first ever People's Choice Award where the audience will be given the opportunity to vote on who will receive the prize of $5,000 worth of IDE's services.

The judging panel for The Big Idea was multidisciplinary, drawing on expertise from different areas, including:
- Dr Teresa Anderson AM, Chief Executive, Sydney Local Health District
- Adj Assoc Prof Vicki Taylor, Executive Director Sydney Research
- Mr Richard Taggart, Chief Information Officer, Sydney Local Health District
- Mr Richard Sokolov, Executive Director Entrepreneurship Design & Product Realisation, ide Group
- Dr Katrina Frankcombe, Translation & Commercialisation Manager, Centenary Institute

Dr Katrina Frankcombe will be substituted for Mr Gavin Recchia, Principal and Patent Attorney, Davies Collison Cave to assess the finalists to ensure no potential conflicts of interest.

The Big Idea event has been sold out (maximum 300 spaces available), with a waiting list growing.

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 Zalcberg OAM, Chair of the Australian Clinical Trials Alliance (ACTA) has been confirmed as keynote speaker.

The Clinical Trials Awards have been chosen and will be awarded at the Clinical Trials Showcase. There are two awards being presented:
- Clinical Trial of the Year
- Excellence in Clinical Trial Support

The Clinical Trials Showcase event has been sold out (maximum 300 spaces available), with a waiting list growing. Currently, there are over 350 registered to attend.

Sydney Research Awards and Scholarships
The suite of Sydney Research Awards and Scholarships have been finalised, with the winners being awarded at the Innovation and Research Symposium on Friday 28 June 2019.

A judging panel from across the Sydney Research partnership was been convened with varying backgrounds and areas of expertise, and included:
- Dr Teresa Anderson AM, Chief Executive, Sydney Local Health District
- Adj Assoc Prof Vicki Taylor, Executive Director Sydney Research
- Professor Ian Caterson, Director, Boden Institute, Charles Perkins Centre, University of Sydney; Director, Charles Perkins Centre Royal Prince Alfred Clinic; Past-President, World Obesity Federation
- Prof Emeritus Nico van Zandwijk, Senior Staff Specialist Sydney Local Health District
- Mr George Johnson, A/Director, Sydney Institute for Women, Children & their Families
- Ms Natalie Shiel, Nurse Manager Clinical Practice, Sydney Local Health District

Board Report

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

Two of the three applications with SLHD as the nominated host organisation were successful in receiving funding in TRGS Round 4. A total of 9 applications were successful from 20 full applications. This makes it the most successful year for SLHD with regards to TRGS by percentage, having 22.2% of the successful projects across NSW.

The successful grant winners are:

Lead Investigator	Project Title	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

It has been recommended that the unsuccessful applicant consider applying for the Medical Research Future Fund Congenital Heart Disease grant, through which $20 million is available over five years, as well as consider applying for an NHMRC Partnership Project grant.

TRGS Round 5 is planned for 2020.

Sydney Research, together with the OHMR ran a TRGS Information Session on Monday 17 June 2019 at the Royal Prince Alfred Hospital campus, and made the session available on teleconference and Zoom. The session was well attended with close to 40 attendees either in person, or online. The session provided staff with the opportunity to find out more about the scheme, learn the features of successful TRGS applications, hear case studies of successful implementation findings and get expert advice on how to make their applications stand out.

OHMR – Embedding Quality Research into Local Health Districts (EQRLHD)
Ms Megan van der Hoeven has been appointed to the position of Project Manager (Digital Communications) for the Embedding Quality Research in Local Health Districts (EQRLHDs) initiative. Megan brings significant experience and expertise in campaign management and digital strategy in the public sector, joining NSW Health from the NSW Department of Planning, Industry and Environment. Her strong understanding of reporting metrics and performance will also be invaluable in evaluating the initiatives of the Steering Committee.

Nominations across the State have been sought for representation on the EQRLHDs Working Group. This group will lead the progression of the work in each of the 4 priority focus areas as determined and agreed by the EQRLHD Steering Committee. These areas are:
1. Clinical Trials Strategy
2. Research Governance
3. Translational Research
4. Information Technology Platforms

Sydney Health Partners (SHP)

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

Board Report

- SLHD has nominated members of the SLHD Executive to take the lead for each of the five strategic platforms for SHP. The SLHD lead will work with the cross-organisation Working Party that will be established for each strategic platform.
- The SHP Governing Council has agreed that a Working Group be established to assist in the development of a model for addition of new SHP partners. Sydney Research members will represent SLHD on this group.
- Eight of the 39 eligible applications received for the Medical Research Future Fund (MRFF) have been recommended for funding. SLHD is the lead organisation for five of the eight successful applications, which equates to a 62.5% share of the successful MRFF applications. The successful applicants from SLHD are:

Lead Investigator	Project Title
Dr Timothy Middleton	Improving Engagement in Patients with Young Adult Onset type 2 diabetes
Dr Emma Quinn	Evaluating an online risk assessment tool for influenza in aged care facilities
Dr Michelle Barakat-Johnson	Testing a better risk assessment tool for pressure injury
Associate Professor Christopher Gordon	Testing an app-based treatment support tool for patients with insomnia in general practices
Dr Angus Ritchie	Using diverse data sources to address medication alerts, infections and polypharmacy

- Adjunct Associate Professor Vicki Taylor, Executive Director Sydney Research and Ms Phoebe Ng, Program Manager Sydney Research, have been selected to participate in the Australian Health Research Alliance (AHRA)'s national committee for clinical research, as representatives of Sydney Health Partners and Sydney Local Health District.

Franklin Women

Sydney Local Health District is the first Local Health District / Speciality Health Network to join Franklin Women as an Academic Partner. SLHD hosted the Franklin Women Mentoring Program Briefing and Launch Event on Thursday 13 June 2019 at the Kerry Packer Education Centre. The Mentoring Program aims to support the career development of women over a 5-month program delivered between June and November 2019. 37 pairs were selected for the 2019 cohort. The successful applicant for the mentor role in SLHD is Associate Professor Shilpi Ajwani, Head, Oral Health Research and Oral Health Promotion who will be mentoring Sarah Masso from Faculty of Health Sciences, The University of Sydney. The successful applicant for the mentee role in SLHD is Associate Professor Rebekah Ahmed, Neurologist, RPAH, NHMRC Early Career Fellow and Director Memory and Cognition Clinic, RPAH who will be mentored by Maria Craig from The University of New South Wales.

SLHD will have two representatives attend the Franklin Women Courageous Conversations event on Tuesday 25 June 2019. This is a professional development opportunity for staff who will learn how to have difficult conversations in the workplace in a way that leaves both participants feeling heard and respected, while achieving the intended outcomes.

Sydney Research has been working with Franklin Women to design and set up their stall at the SLHD Innovation and Research Symposium on Friday 28 June 2019.

Board Report

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.

Sydney Research has been involved in developing the program, organising teams, securing departments and speakers. A total of 123 Expressions of Interests have been received, with outstanding applications across a diverse range of specialities and organisations. Teams have been shortlisted and will be announced in the coming weeks.

Sydney Research has been working with Strategic Relations and Communications team to include Biodesign as a 'Snapshot' session as part of the 2019 Sydney Innovation and Research Symposium on Friday 28 June 2019.

The Biodesign Sydney Program will launch on Wednesday 3 July 2019.

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 28 May 2019 included a presentation from Professor Yun-Hee Jeon on the lessons learned in the Step Up for Dementia program which is now live. The Program was officially launched on Tuesday 11 June 2019. The second presentation was provided by Ms Ellen Lintjens who provided an update on the Sydney Innovation and Technology Precinct.
- The Sydney Health Partners Translational Research Showcase was held on 23 May 2019 and showcased the progress of the 14 projects funded by SHP through the Medical Research Future Fund in Rounds 1 and 2.
- Sydney Research has supported the submission of an Expression of Interest to establish a specialist immune effector cell (IEC) translation centre for adult settings in NSW. If successful, this facility will serve as one of two statewide research hubs and clinical treatment centres for immune effector cell therapies. The submission was developed in collaboration with Professor John Rasko, Head of Department, Cell & Molecular Therapies, Royal Prince Alfred Hospital, and Professor Joy Ho, Deputy Head of Department Haematology)- Senior Staff Specialist in Haematology, Royal Prince Alfred Hospital.

Board Report

Health
NSW Sydney
GOVERNMENT Local Health District

- Sydney Research has supported the execution of the Digital Health Cooperative Research Centre Core Participants Agreement for which SLHD will be a core partner. Support from the collaboration will enable a sustainable commitment to operationalise and deliver key ICT Research related projects in SLHD, with initial projects and staff resources identified.
- Sydney Research continues to support and explore:
  - 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.
  - The establishment of the Pharmaceutical Manufacturing Lab to be located within the NSW State Biobank.
  - The work of the Collaborative Centre for Cardiometabolic Health in Psychosis (ccCHiP) in progressing the clinics and its expansion into other locations and avenues.
  - The NSW State Biobank by linking them with potential partners, clinicians and researchers.
- 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 730 followers on Twitter.

Dr Teresa Anderson AM
Chief Executive
Date: 15.7.19