
Sydney Local Health District

Meeting One Hundred and Four of the Board

Date: Monday 19 October 2020
Time: 9.00am
Venue: Zoom Meeting
Chair: Ms Victoria Weekes, Deputy Chair

1. Present and apologies

Ms Victoria Weekes, Deputy Chair
Dr Thomas Karplus, Member
Mr Richard Acheson, Member
Mr David McLean, Member
A/Professor Christine Giles, Member
Ms Ronwyn North, Member
Ms Frances O'Brien, Member
Professor Paul Torzillo AM, Member (Departed 10.00am)
Ms Kerry-Anne Hartman, Member
Dr Mary Haines, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

The Hon. Ron Phillips AO, Chair
Dr Tim Sinclair, Executive Director of Operations, SLHD

In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council (Departed 11.05am)
Ms Nerida Bransby, Secretariat

2. Welcome and introductions

The Chair acknowledged the traditional owners of the land and welcomed members and guests to meeting one hundred and four of the Sydney Local Health District (SLHD) Board via zoom.

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.

Minutes

4. Confirmation of previous minutes

4.1 Minutes of the previous meeting held 21 September 2020

The minutes of the Board Meeting held on Monday 21 September 2020 were moved and seconded as a true and accurate record of the meeting.

As the Chair was off-site for the meeting, the minutes will be forwarded via email to the Chair for signing.

4.2 CE Report – September 2020

The Chair declared that the CE Report for September 2020 was ready for publication.

5. Matters arising from the previous minutes

5.1 Action sheet

The Board received and discussed the action list including:

- The Board Self-Assessment has been deferred.
- The report to outline the pressures faced by the District for this financial year is to be provided following the schedule of the purchasing meetings with the MoH.
- A verbal report was provided on the impacts of managing the Police Hotels by the District including
 - Governance Structure and Overarching Committee
 - Fortnightly operational committee meetings
 - Good risk assessments in place
 - Good audits in place
- The staff have been acknowledged for their diligence and thoroughness at the COVID Steering Committee tomorrow and a message of support provided to the Concord staff. This agenda item can be removed from the action list.
- A copy of the presentations to the Education and Research Committee were provided to the Board. This agenda item can be removed from the action list.

5.2 Aboriginal Health Dashboard

The Board received, read and noted the information contained in the report including:

- The focus for the Aboriginal Health Steering Committee includes mental health follow-up within seven days and incomplete emergency department attendances.
- The Board discussed and agreed to also look at the low birth weight in babies.

6. Patient Story

Dr Anderson provided a verbal report on the positive feedback from many clients in the Youth Mental Health Service for a staff member.

Minutes

7. Standing Items

7.1 Acronyms List

The Board received and noted this list.

7.2 Financial Classification Codes

The Board received and noted this list.

7.3 Board Calendar 2020

The Board received and noted the Board Calendar for 2020.

8. Chairman's Report

Ms Weekes provided a verbal report on the fortnightly meeting held with the Board Chairs and the Secretary including:

- Updates on community transmission
- 5,000 people currently in Police Hotels
- 250 exemptions are processed per day
- Update and release of the nation-wide review on hotel quarantine led by Ms Jane Halton AO.
- Business as usual and surgical waitlists
- Increase in emergency department presentations and what is driving this.
- Use of virtual health
- Contact data sharing and the quality of the data
- Service Agreement for the next six months will follow the health budget
- A working group of Board Chairs to be convened to look at Board size, workload and responsibilities of the Board Members and the Chairs.
- The presentations to the COVID-19 Steering Committee are to be provided to the Board.

9. Chief Executive's report

The Board received and discussed the Chief Executive's Report including:

- The Chief Executive provided a verbal report on the incident in the Special Health Accommodation where a COVID-19 positive patient left their room to gain access to hand sanitiser for drinking purposes. A nurse's station has now been placed on every floor with cameras altered to face all the room doors.
- According to the Ministry of Health Framework, the District remains at performance level zero, which is the highest level achievable.
- Despite the significant demands placed on staff due to the COVID-19 response, SLHD continues to maintain the quality and safety of our services.
- There were no RCAs for the month of August 2020

- Work continues to improve the District's performance in relation to all HACs, with facilities/services in the process of finalising HAC Action Plans, which will be overseen by the new established SLHD HAC Committee. A representative from Lifehouse will join this Committee.
- Recruiting to appropriate positions is challenging.
- Challenges faced to do business as usual and safely while managing COVID-19.
- The MoH is supporting the District with managing competitive priorities.
- Donning and doffing takes 3 to 4 minutes.
- Young people returning from overseas who have serious health issues in 2 wards and half of the Intensive Care at RPAH are being managed by the COVID-19 pathway. Bed numbers are down and nursing staff numbers have increased.
- Rented space in the medical centre and other physical spaces has been sought to address the physical infrastructure concerns. The use of Outreach and Telemedicine services has made a difference.
- Buying sessions from private hospitals and the use of our doctors for these sessions is ongoing.
- Systems in place are sustainable and working well to maintain access and safety.
- The virtual Pitch was very successful
- A report on the learnings out of COVID-19 will be prepared and will include what we retain and relinquish.
- The redevelopment of RPAH has been fast tracked by one year.
- All capital works are progressing and on track.
- All planning is progressing
- Sydney Research is continuing and progressing extremely well.
- The updated information on COVID-19 was noted including
 - Forums for staff include all staff virtual forums, three meetings per week for Clinical Directors and General Managers and Clinical Stream meetings
 - Extending staff contracts and the recruitment to permanent employment
 - The COVID-19 meetings are on-going and focusses on all dimensions with a holistic approach.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – August 2020

The Board received, read and noted the SLHD Board Reporting Pack for August 2020. The Board discussed the risk number 9, Cyber Security including:

- ICT Department, led by Mr Taggart, are doing a wonderful job in doing all they can.
- Security is a state-wide risk and has been discussed at the District's Audit and Risk Committee. The Audit and Risk Committee have requested a presentation on cyber security from Mr Taggart at the next meeting.

9.1.2 Selected Performance Indicators – August 2020

The Board received, read and noted this report.

Minutes

9.1.3 HealthPathways Dashboard Report

The Board received, read and noted this report.

9.1.4 MoH Board Report for the SLHD

The Board received, read and noted this report for September 2020 including the acceptance of the rate of seclusion episodes.

9.2 Project updates

9.2.1 Lifehouse

The Board received, read and noted the report.

9.2.2 Macquarie International Private Hospital

The Board received, read and noted the 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 July 2020 – September 2020 is due in December 2020.

(ii) Infection Control

The Board received, read and noted this report.

(iii) SLHD Risk Register

The Board noted this report is due in December 2020.

9.5 Audit and Risk Committee Report – Period 6 June – 2 October 2020

The Board noted this report is due in November 2020.

9.6 Facility Reports – August 2020

(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 Services report. The Board noted that Ms Paula Caffrey will continue acting as General Manager due to the appointment of Ms Miranda Shaw as General Manager of the RPA Virtual Hospital.

(iv) Concord Hospital

The Board received, read and noted the Concord Hospital facility report. The Board pass on their congratulations to the Concord Hospital staff on the management of the COVID-19 outbreak.

(v) Drug Health Services

The Board received, read and noted the Drug Health Services report.

(vi) Mental Health Services

The Board received, read and noted the Mental Health Services report. Dr Andrew McDonald will act as Clinical Director due the retirement of Professor Storm.

(vii) Oral Health Services and Sydney Dental Hospital

The Board received, read and noted the Oral Health Services and Sydney Dental Hospital facility report. Dr Smiech provided an update including:

- the use of vouchers for private services due to the physical setting of the dental hospital
- the support of staff during the current climate
- meeting all student requirements

(viii) Population Health

The Board received, read and noted the report. Population Health are moving to Forest Lodge to allow the Public Health Unit to expand. The Board was advised that there is no waiting list for the Interpreter Service.

(ix) Royal Prince Alfred Hospital

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

(x) RPA Virtual Hospital

The Board received, read and noted the RPA Virtual Hospital report.

(xi) SLHD Special Health Accommodation

The Board received, read and noted the Special Health Accommodation report. The Board advised to communicate their support to Mr Jewitt on his management of the Special Health Accommodation.

Minutes

(xii) Tresillian

The Board received, read and noted the Tresillian report.

(xiii) Lifehouse

The Board received, read and noted the Lifehouse report.

(xiv) Public Health Unit

The Board received, read and noted this report. There will be a permanent increase in staff for training purposes in the Public Health Unit

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

The Board received, read and noted this report. The Board discussed the public health messages through the Premier, television media, the wellness clinics and messages through community leaders during the last outbreak at Lakemba.

(xvi) Croydon / Marrickville / Redfern Community Health

The Board received, read and noted this report.

10. Matters for approval / resolution

10.1 Safety and Quality Account

The Board received and read the contents of the Safety and Quality Account.

Following discussions and with a few minor amendments, including the work to date relating to the HACs, the Board endorsed the signing of the Safety and Quality Account.

11. Board Committee reports / minutes

11.1 Finance, Risk and Performance Management Committee

The Board received, read and noted minutes of the meeting held on 14 September 2020.

11.2 Education and Research Committee

The Board received, read and noted minutes of the meeting held on 21 September 2020. The Chair of this committee advised that the Committee is on top of all issues and progressing with some fantastic work.

11.3 Communications Committee

The Board noted the meeting to be held on 6 October 2020 was cancelled.

11.4 Audit and Risk Committee

The Board received, read and noted minutes of the meeting held on 24 September 2020.

Minutes

11.5 Health Care – Clinical Council

The Board received, read and noted minutes of the meeting held on 26 August 2020.

11.6 Health Care – Clinical Quality Council

The Board received, read and noted minutes of the meeting held on 26 August 2020.

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 6 November 2020.

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

The Board noted the meeting to be held on 7 October 2020 was cancelled.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board received, read and noted minutes of the meeting held on 29 September 2020.

11.10 Organ Donation for Transplant – Quarterly Report (July 2020 - September 2020)

The Board noted this report for the period July 2020 – September 2020 is due in November 2020.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board noted the meeting held on 17 September 2020 was cancelled.

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 12 August 2020. There are no concerns with regard to the resignations of the four anaesthetists.

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board noted the meeting held on 17 September 2020 was cancelled.

12.4 Surgical Demand Committee (bi-monthly)

The Board noted the next meeting is to be held on 21 October 2020.

12.5 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 16 September 2020.

Minutes

12.6 NSW Health / SLHD Performance Review Meeting

The Board received, read and noted the minutes of the meeting held on 11 August 2020.

12.7 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 25 August 2020.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board noted the meeting held on 8 September 2020 was cancelled.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is to be held on 20 October 2020.

12.10 Concord Hospital Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 16 September 2020. It was noted the injury listed in the minutes was a “lost time injury”.

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 1 October 2020.

12.12 Minutes of the District Security Co-ordination Committee

The Board received, read and noted the minutes of the meeting held on 26 August 2020.

13. Matters for noting

Nil to report.

14. Other Business

14.1 AGM

The Chief Executive provided a verbal report on the AGM to be held on Thursday 5 November 2020 at the Centre for Education and Workforce Development including:

- The meeting will be held virtually with some Board Members, Staff and award recipients in attendance.
- It was suggested if possible, for the awards to be presented by Board members.
- Awards will be presented throughout the meeting including COVID-19 excellence awards.

15. Next Meeting

The next meeting is to be held on Monday 16 November 2020 at 9.00am.

The meeting closed at 11.10am.



Chair

24 November 2020
Date

Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board October 2020

PERFORMANCE

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

Safety and Quality

Despite the significant demands placed on staff due to the COVID-19 response, SLHD continues to maintain the quality and safety of our services.

There were no RCAs for the month of August.

Mental Health Readmissions within 28 days have increased slightly for the month of June to 16.1%, from a May result of 15.8%. YTD June 2020, there has been a decrease in the percentage of Mental Health Readmissions at 15.5%, when compared to 17.3% for the same period in the previous 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 5.3% for the month of July, which is below the State rate of 5.6% for the month. Unplanned Emergency Representations (same ED within 48 hours) were 4.4% for the month of August and 4.5% YTD August 2020, which is slightly above the State rate of 3.9% for the month and 4.0% YTD August 2020.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 0.4 per 10,000 bed days for the month of July 2020. There was no Central Line Associated Bloodstream (CLAB) infections during July 2020. Ongoing education and training in infection control strategies and CLAB awareness discussions at ICU morbidity and mortality meetings continue.

The District is performing at within benchmark for 9 of the reported Hospital Acquired Complications (HACs) for the 12 month period July 2019 - June 2020. The remaining 5 HACs are performing within the acceptable tolerance range. Work continues to improve the District's performance in relation to all HACs, with facilities/services in the process of finalising HAC Action Plans, which will be overseen by the new established SLHD HAC Committee. Fall related injuries has a rate of 5.6 per 10,000 episodes, which is slightly above the target of 5.6. Hospital acquired renal failure has a rate of 3.0 per 10,000 episodes, with a target of 2.7. Hospital acquired medication complications has a rate of 36.0 per 10,000 episodes, with a target of 31.3. 3rd and 4th degree perineal lacerations has a rate of 437.6 per 10,000 on a target of 382.9. Hospital acquired birth trauma has a rate of 104.5 per 10,000 episodes, against a target of 65.6.

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 decreased for Medical for August 2020 when compared to the same period last year by -2.01. Premium staff usage has increased for Nursing and Allied Health for August 2020 compared to the same period last year by 0.81 and 0.98 respectively.

The District is working with the NSW Health Workforce branch to strengthen its workforce surge plans in preparation for an escalation in the COVID-19 response. Focus will initially be on potential workforce challenges in ICU surge activity and will include identifying key specific workforce trigger points that will inform local planning as well as those that may need to inform potential deployment of centrally identified resources into affected COVID areas should this be required. The output will be a specific workforce focussed escalation plan that will ensure is aligned to current and ongoing work within the SHEOC.

The Ministry of Health's assessment of the preparedness of SLHDs workforce surge plan was that we are prepared and low risk. They commented that the SLHD Workforce Surge Plan was well considered plans with clear escalation measures, FTE requirements across all services/levels and strategies to surge and that we can accommodate surge with internal, private and other supplementary workforces.

The output of the work with the Ministry Workforce Branch will be a specific workforce focussed escalation plan that will ensure is aligned to current and ongoing work within the SHEOC with the potential for centralised redeployment if required.

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.

Activity

There was a decrease of -10.73% in the number of separations (13,681) for the month of August 2020 when compared to August last year. This is consistent with the decrease in elective surgery and reduced inpatient activity associated with COVID-19. In August 2020, the District's occupancy rate decreased by 0.57%, to 87.10% when compared to the 87.67% in August 2019.

There were 12,505 attendances to the District's Emergency Departments in August 2020, which is a 14.86% decrease from 14,687 when compared to the same month last year. The District is investigating the impacts of COVID-19 on ED presentations in partnership with the George Institute.

FYTD August Emergency Department attendances have decreased slightly by -15.96% to 24,799 in comparison to the same period last year. YTD August case weighted attendances have decreased by -15.96%, when compared to the previous year.

Emergency Treatment Performance (ETP) (formerly NEAT)

The District continues to work on ETP performance. There was a 0.6% decrease in ETP in the month of August 2020, to 67.12%, when compared to the same month in the previous year. YTD August there has been a slight increase (0.55%) in ETP to 68.55%. Admitted ETP was below target (50%) for the month at 44.42%.

Transfer of Care

The District is performing slightly below the transfer of care (TOC) target (90%) for August 2020, with 85.9% of all patients transferred from ambulance to our emergency departments in 30 minutes or less.

ED Triage

The District is performing well in relation to the revised triage targets and achieved target for Triage Categories 1, 4 and 5 for the month of August. Triage category 2 and 3 were slightly below target, however are performing above the previous target levels.

Elective Surgery

There were 191 less elective surgeries performed in August 2020 when compared to the same period in the previous year, representing a decrease of 7.57%.

For the month of August 100% of both Category A and Category B elective surgery patients were admitted within the clinically appropriate timeframe for their surgery, and 93.5% of Category C. The District has plans in place to catch up on the backlog of surgery resulting from the cessation of all non-urgent surgery in response to COVID 19. FYTD August there has been an 21.85% (246) increase in surgical patients not ready for care, when compared to the same period last year.

Elective surgery has gradually recommenced across the District to 100% capacity towards the end of July 2020. To ensure Royal Prince Alfred Hospital does not undo its COVID-19 preparedness, collaborative care arrangements are working well with Chris O'Brien Lifehouse, The Mater Private, North Shore Private, Sydney Day Surgery and Genea supplement capacity.

Emergency Surgery

There were 101 more emergency surgeries performed in the month of August 2020 when compared to the same month last year, representing a 9.06% increase. This is being reviewed but is most likely as a result of the delays in elective surgery.

Community care and Hospital in the Home

The District has continued to manage its activity through investments in Sydney District Nursing who continue to manage over 1,000 patients per day in the community who would otherwise be in hospital. There has been a 20.5% decrease in the number of Hospital in the Home overnight separations in August in comparison to the same month last year, due to the impact of COVID-19. This has been replaced by an increase in virtual health care.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

NWAU Activity against Target

Despite the impact of COVID-19, the District continues to perform well in relation to the NWAU activity against target, with a 26.77% variance for the month of July, excluding Dental. The cessation of non-essential surgery and subsequent reduction in inpatient activity has impacted on the District's acute NWAU performance, while RpaVirtual and the Special Health Accommodation have resulted in a significant increase to the District's Non-admitted activity.

Stream	Target	Actual	Variation	Variation %
Acute*	13,700	13,717	17	0.12%
ED	1,918	1,773	- 145	-7.55%
NAP	4,072	10,518	6,446	158.28%
SNAP**	1,187	952	- 235	-19.76%
MH Admit***	1,482	1,600	119	8.01%
MH NAP	950	987	37	3.89%
Total	23,308	29,547	6,239	26.77%
Dental DWAU	10,836	9,164	- 1,672	-15.43%
Dental NWAU#	1,361	1,151	-210	-15.43%
Total (NWAU)	24,669	30,698	6,029	24.44%

* 666 uncoded episodes
** 1 ungrouped episodes
*** 46 uncoded episode
NWAU=589/4691*DWAU

Clinical Costing

The District and Network Return half Round 24.1 (July to December 2019) has been completed and submitted to the Ministry of Health, with the results now loaded into the ABM Portal. The District has the fourth lowest cost per NWAU20 and is 3.38% below the State average cost.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of August 2020, 15.50% (2,157 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There was a decrease of 414 (16.10%) patients who elected to use their private insurance compared to the same period last year and a decrease of 39 (1.78%) in total separations from previous month.

For the month ended Aug 2020 conversions for facilities as compared to the same period last year were:

- RPAH – a decrease of 104 (8.48%) private patients.
- Concord – a decrease of 229 (20.27%) private patients.
- Canterbury Hospital – a decrease of 90 (50.84%) private patients.
- IRO – an increase of 5 (25%) private patient.
- Balmain Hospital – an increase of 4 (22.22%) private patients.

Single Room Usage

For the month of Aug 2020, 8.50% of patients were flagged as infection control across the District.

For the month, 22% of all available single rooms were occupied by private patients and 37% of all private patients were accommodated in single rooms.

SLHD Strategic Revenue Network

Key notes:

- SLHD Strategic Revenue Committee meeting for August 2020 was postponed.
- Clinician Billing Portal (CBP) has been put on hold due to recent competing priorities. There are currently 71 registered users and total \$392K has been raised through the portal to date.

REDESIGN AND SERVICE IMPROVEMENT

Innovations

- As part of the measures the SLHD are taking to protect our staff, patients and community against any potential transmission of COVID-19 (coronavirus), any events which bring groups of people together, such as The Pitch, have been cancelled until further notice.
- As a consequence, the Pitch event was presented in a virtual format on Friday 25 September 2020. The Pitches were presented online via a live stream.

- This Pitch was ‘bigger than ever’ with the funding available \$100,000. There were eight (8) pitches presented on the day, and each presentation had five (5) minutes.
- The theme of the virtual Pitch was “What’s next for healthcare following our response to COVID-19?”.
- The Secretary of NSW Health, Elizabeth Koff, joined the judges panel for this round.
- The winning entries were a transparent N95 face mask to improve communication with patients and beautifully designed shawls for Aboriginal women to wrap around them while they are having a breast screen.
- Dr Ryan Downey, Staff Specialist Anaesthetist, RPA and Luke Cameron Gordon, PhD Candidate, Charles Perkins Centre were awarded \$50,000 towards making and testing their prototype transparent N95 face mask. “Being able to communicate effectively with colleagues and patients in a loud critical care environment is essential”, Dr Downey said. “Transparent masks will make a big difference, especially to patients with cognitive or hearing difficulties.”
- Health Promotion Officer, Karen Richa and the team at BreastScreen were awarded \$10,000 to create beautifully designed shawls – featuring Aboriginal artwork - for women to wrap around them while they are having a breast screen. “Small changes can make a large difference and this will help make Aboriginal women feel more comfortable”, Karen said.
- Dr Oyku Dalci, Senior Lecturer in Orthodontics at Sydney Dental Hospital were awarded \$28,624 to apply artificial intelligence to Orthodontic Care to improve the experience of people getting braces.
- Our Mental Health team’s “Group in a box” idea - to support clients during group activities while receiving treatment in the Missenden Unit was highly commended. They were awarded \$2,500 to further explore their concept.

Other Projects

- Hand Clinic
 - The project has commenced formalising its governance structure with the establishment of a Project Working Group and the project Advisory Committee.
 - The project’s Advisory Committee will report to the PFCC Service Working Group. It will have its inaugural meeting on the 3 September 2020.
 - The Project Working Group will report to the Advisory Committee and will have its inaugural meeting on 18 August 2020
 - The Project Working Group will meet to discuss and finalise:
 - The Project Management Plan
 - Project Timeline
 - Project Name
 - At its August meeting, the PFCC Services Working Group strongly recommended the project have a consumer representative to partake and co-design. As such the project has engaged the RPAH Community Participation Coordinator who has confirmed a consumer who will participate in both the Project Working Group and Advisory Committee.
 - A letter is also being sent to the CESP HN requesting GP representation to ensure the project has all stakeholders involved in this process.
- RPAH Transfer of Care Project – ‘Good to Go, Discharge by 10 and 2’
 - Due to staff leave and workload, the project timeline will be reviewed to facilitate realistic timeframes.
 - Allied Health and Pharmacy stakeholder engagement to be further explored.

HealthPathways

Content development

Completion of pathways for vascular conditions has been delayed due to additional service identification and Subject Matter Expert sign off. Anticipating publication in early October once the Urgent referral protocol has been mapped out as well as restricting of how VMO rooms are listed against hospital services. The program is making great progress with development of clinical pathways and service information for the Concord Andrology service and new work has commenced to provide GPs with clinical support for Prader-Willi Syndrome.

From a NSW perspective we have taken over the development and ongoing maintenance of all content for Intellectual Disabilities, the other 13 NSW based HP regions will single source this content.

COVID content

Work continues to develop and lead the COVID-19 Recovery clinical pathway. Presently we are collaborating with NSW Health and the RACGP to align content ahead of local specialist consultation.

Usage of HealthPathways

Overall usage of pathways remains higher than pre-COVID-19 days. User rates are stable and in line with recent monthly usage.

	September 1-19, 2020	August 2020	July 2020	August 2019
Users	1,063	1,306	1,250	1,105
Sessions of use	6,716	8,224	8,544	5,475
Unique Page Views	17,791	21,879	22,318	15,570
Total Page Views	22,127	27,244	27,659	19,213

FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS

GENERAL FUND (GF)

The 2020/21 Interim Service Level Agreement between the Board and Ministry of Health has key financial performance targets for Expense and Revenue. The following analysis reflects the result for the period ended 31 August 2020 based on the District's budgeted NCoS.

For the period ended 31 August 2020, GF Expenditure was \$60.454M (20.10%) unfavourable to budget. This unfavourable result was primarily due to COVID-19 Incremental expense of \$50.695M for Elective Surgery, Clinics and Screening, Pathology testing, Special Health Accommodation, PPE and Patient Transport. The District has not received any COVID-19 Stimulus Budget in July or August 2020.

YTD August 2020 Expenditure increased significantly (by \$36.705M or 11.31%) compared to YTD August 2019. The average monthly expense rate increased from \$145.289M for the period July 2018 to March 2019 to \$156.819M for the period April to June 2019 (excluding LSL adjustment in June 2019) to \$160.292M (excluding LSL adjustment in June 2020) for the 2019-20 Financial Year to \$180.613M YTD Aug 2020. Increase in FTE numbers and the impact of COVID-19 is contributing to these results.

GF Revenue (including Doubtful Debts) was \$7.786M (4.89%) favourable to budget for the month and \$7.016M (2.13%) favourable to YTD August 2020 budget. This favourability is primarily due to Quarantined Hotel Passenger Fees (\$11.170M). The District continues to see unfavourable results in Patient Fees, Facility Fees, Prosthesis Income, Car Park Fees, Pharmacy Sales and Conferences & Training Receipts as a result of the impact of COVID-19. The District also continues to see a reduction in the number of private health insurance patients and a reduction in actual single room bed day rates paid by health funds.

For the period ended 31 August 2020, the District's GF NCoS was \$53.438M unfavourable to budget.

The District, based on MoH requirement to show full year COVID-19 impact, projects the NCoS to be unfavourable for the 2020/21 financial year by \$252.50M relating to unfavourable results for: Expense (\$360M) related to the management of the COVID-19 process; Doubtful Debts (\$11.50M); and, Patient Fees (\$6M) due to the impact of COVID-19 and the reduction in actual single room bed rates paid by health funds. This is offset by favourability in revenue for Quarantined Hotel Passengers (\$125M).

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 COVID-19 and Doubtful Debts) for the 2020/21 financial year despite the challenges that are facing the District. The District has continued to maintain the good controls that it has in place and monitors performance on a daily basis despite the material increase in all activity (prior to the advent of COVID-19) and the impact of the management of the COVID-19.

The major variances for the month were:

Expenditure

- GF Total Expenditure for the month of August 2020 was \$35.10M (23.19%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Employee Related Expenses (\$11.622M), Goods & Services (\$22.239M), RMR (\$1.506M) offset by a favourable variance for Grants (\$0.364M).
- YTD August 2020, GF Total Expenditure was \$60.454M unfavourable to budget, primarily reflecting unfavourable results for Salaries & Wages (\$17.730M), Overtime (\$3.390M), Annual Leave Provision (\$2.521M), Superannuation (\$2.599M), G&S Clinical (\$14.791M), G&S Admin (\$16.549M), VMO Payments (\$1.028M) and RMR (\$1.550M).

Revenue

- GF Total Revenue for the month of August 2020 was \$7.786M (4.89%) favourable to budget, reflecting a favourable result for User Charges (\$9.517M) offset by unfavourable results for Grants & Contributions (\$0.265M), Patient Fees (\$0.148M), Other Sources of Revenue (\$0.225M) and Doubtful Debts (\$1.093M).
- YTD August 2020 GF Revenue was \$7.016M (2.13%) favourable to budget. This result reflects favourable variance in Quarantined Hotel Passenger Fees (\$11.170M) and High Cost Drugs (\$1.252M) offset by unfavourable variances in Facility Fees (\$1.195M), Prosthesis Income (\$0.244M), Car Park Fees (\$0.661M) and Patient Fees (\$0.508M). The unfavourability in Facility Fees, Prosthesis Income and Car Park Fees is predominantly due to the impact of COVID-19.

Board Report

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$0.356M unfavourable to budget for YTD August 2020. This result reflects favourable budget variance for Expenditure (\$0.440M) offset by an unfavourable budget variance for Revenue (\$0.795M).

CONSOLIDATED RESULT

For the period ended 31 August 2020, the consolidated YTD NCoS result for the General Fund and SP&T was \$53.794M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$60.014M), Doubtful Debts (\$1.644M) and Loss on Sale of Asset (\$0.016M) offset by a favourable variance for Own Source Revenue (\$7.880M).

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

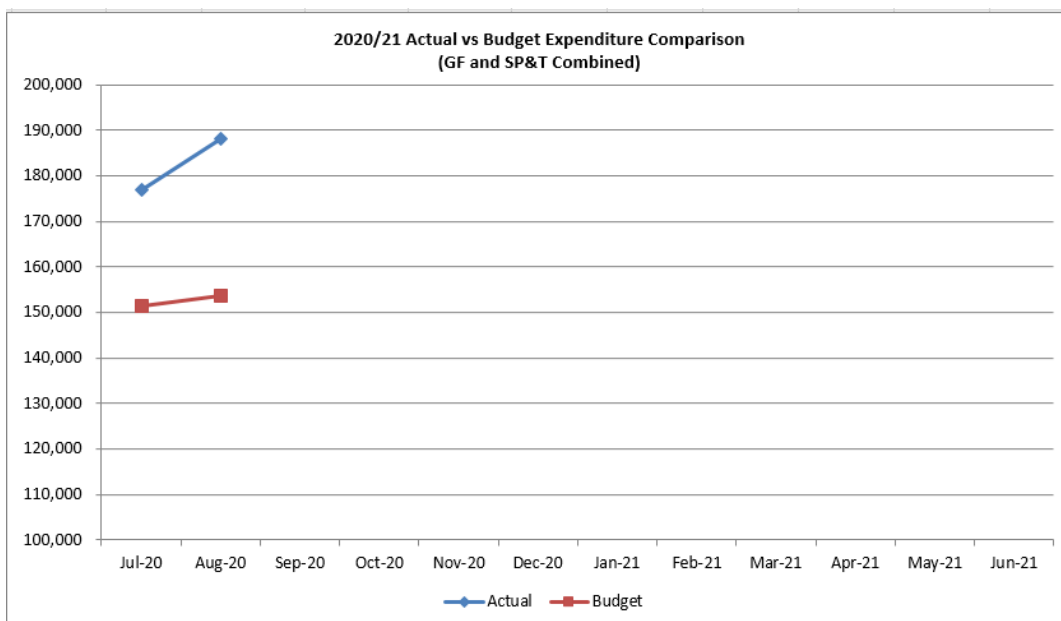
For the period ended 31 August 2020, SLHD recorded a Total Net Result of \$18.203M which was \$53.810M (151%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD August 2020 was \$50.889M unfavourable to budget, reflecting an unfavourable budget variance for Expenditure (\$58.753M) offset by a favourable budget variance for Revenue (\$7.864M).

For YTD August 2020, Total Direct Revenue was \$7.864M favourable to budget, comprising a favourable variance for the General Fund (\$8.676M) offset by an unfavourable variance for SP&T Fund (\$0.812M). This YTD result for the General Fund reflects unfavourable variances in Patient Fees and Other Income offset by favourable variances in User Charges and Grant Income.

YTD Total Direct Expenditure was \$58.753M unfavourable to budget, comprising \$58.782M unfavourable variance for the General Fund and a \$0.029M favourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages (\$17.730M), Overtime (\$3.390M), On-costs (\$4.743M), VMOs (\$1.028M), Direct Clinical Operating (\$14.791M), G&S Corporate (\$16.549M) and G&S Supporting Services & Utilities (\$0.688M).

MONTHLY BUDGET PERFORMANCE

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



LIQUIDITY

The cash balance at 31 July 2020 for the SLHD Operating bank account was \$21.387M and the Operating Cash book balance was \$21.141M.

CAPITAL WORKS – SMRS PROJECTS

As at 31 August 2020 the District's Full Year Capital works budget relating to SMRS Projects is \$23.265M comprising \$5.342M of MoH funded and \$17.923M of locally funded projects.

Actual expenditure as at the end of August 20 was \$2.112M which is \$0.032M over budget.

OTHER CAPITAL PROJECTS

As at the end of August 2020, the District has not expended any amount yet relating to other capital projects.

CAPITAL WORKS

RPA

Parent and Baby Unit

Possession of the footprint for the Parent and Baby Unit occurred in August and site compounding fencing has been installed. Planning for the installation of the new awning for the new walkway was also completed and procurement is underway.

Building 63 RPU Hot Cells

Medical gas service rough-ins and mechanical works to the hot cells continued throughout August 2020. COVID-19 however has impacted on the delivery of this project due to the hot cells installation team being based in Italy and the clean room panels are being manufactured in France.

Pharmacy Manufacturing Bld 11 Level 2

Capital works to the Pharmacy Manufacturing Laboratories commenced in August and it is anticipated the project will be completed by the end of December 2020. Demolition of the sprinkler system has been completed and mechanical and fire detection demolition is underway.

NICU Isolation Room

Electrical service fit-offs were completed in August and installation of the pendant is underway. Sterile stock shelving has been installed and commissioning of the medical gases has been scheduled for early September 2020.

Concord

Building 75/76 – Fussell House

Construction works for Fussell House were completed in August 2020 and the area is now ready for occupation.

Helipad Remediation Works

Remediation works to the Concord Hospital helipad commenced in August 2020. During the month, a site survey was undertaken and temporary fencing was installed to establish the site compound.

Canterbury Hospital

ED Expansion

During the month of August 2020, the capital works program for EDSSU was completed ahead of schedule and handed over to the facility. Works to the new Triage spaces, Flight Deck and Reception also began including electrical disconnection and demolition works.

PLANNING

SLHD Surgical Services Plan

The Planning Unit, together with the SLHD Clinical Director of Surgery has continued to collaborate with the District Director of Surgery and Executive Director of Operations in cross-District consultations with surgical services heads of Department and related departments, focused around an options paper.

This draft Surgical Services Options Paper provided six options for the re-alignment and reconfiguration of surgical services across the District. The strategic intent is to move selected surgeries out of RPA into Concord and Canterbury in accordance with the respective roles and strengths of each campus.

These consultations will form the basis of the Surgery Engagement Report and the finalised Options Report for discussion at the forthcoming Surgical Services Executive Steering Committee.

RPA Redevelopment

The Planning Unit organised a Council briefing session on two of the studies linked to the CHERP precinct planning. The District has now received the comments from both councils and the Planning unit has drafted the response to these comments.

Camperdown-Ultimo Collaboration Area Alliance (CUCA Alliance) and Tech Central

The Tech Central innovation, led by Treasury, aims to deliver economic activation and social benefits including employment and business rejuvenation. The government will provide affordable spaces for start-ups and early stage companies, with significant space for technology-related companies. Atlassian, NEC, Sydney Quantum Academy and the Space Industry hub will be located around Central Station.

The Chief Executive and the Director of Planning are represented on the Tech Central Government Advisory Committee, which has had two meetings to date. An RPA/Precinct tour for Treasury and Tech Central executive has been organised for early October.

The Planning Unit has led the development of a paper to inform planning for Tech Central and the Biotechnology hub overviewing the economic and research strengths and achievements of RPA, discoveries and innovation, future planned innovations, research collaborations and future potential industry partnerships and co-locations.

The Planning Unit has continued to contribute to the transport and land use studies sponsored by the Collaboration Area and to ensure the full alignment of the RPA redevelopment work and future health development with these Alliance studies.

Discussions are underway to realise the vision for the Camperdown Biotechnology Hub, providing significant knowledge and advanced manufacturing employment that articulates to the RPA and University of Sydney research and innovation. Other discussions centre on the opportunities provided by the state-owned Westconnex dive site to ensure the retention of the dive site for industry attraction.

Green Square HealthOne- RPA HealthOne, Green Square

With the recent securing of a site in central “Green Square” for a healthone, the Planning Unit, together with Integrated Care have organised workshops and a series of discussion to finalise the models of care for core services, including out-of-hospital clinics, virtual health, the primary health network, community-based health services and community support services.

The Planning Unit is also updating and revising data and information on Green Square and on the health status and health utilisation profile of Green Square.

Health Infrastructure is responsible for the HealthOne redevelopment and the District is supporting the development of the Clinical Service Plan – the justification for the use of space.

New Clinical Directors and Clinical Stream Position Papers

The Planning unit has worked with the new Clinical Directors to ensure the Position Papers support their vision and key priorities.

Concord Hospital Clinical Services Plan (CSP) Stage 2

The Planning Unit has advanced the documentation related to the Concord CSP, in particular working with the hospital to draft the vision, strategic directions and forecasts.

The Planning Unit has also finalised the papers on the feasibility of developing maternity and paediatric units at Concord Hospital in Stage 2.

A presentation was provided to the Concord Hospital Executive Steering Committee to support the completion of the first draft CSP (Vol 1) which, with amendments will be issued to Concord's Clinical leads for comment in the second half of September.

The second volume of this major report – models of care, activity and future service developments has been completed and will also be issued for comment.

Urban Development Studies

The Planning Unit continues to contribute to urban development studies being undertaken, including, the Redfern North Eveleigh precinct to outline the health service issues related to these developments.

The program Keeping Them Safe: A rapid response for vulnerable people during COVID19: an integrated, equity focused response is a finalist on the NSW Health awards.

The Planning Unit is part of a collaboration with Integrated Care and Community Mental Health that has been chosen as a finalist in the NSW Health Awards. The project has also been entered into the Premiers awards.

Role Delineation

The District is currently working with clinicians to affirm or amend the current Ministry of Health guide to the delineation of hospital roles.

SYDNEY RESEARCH

COVID-19 Operational Support

Sydney Research continues to support Sydney Local Health District (SLHD) in its response to COVID-19. The team participates in virtual committee meetings, reviews COVID-19 related correspondence, communicates the latest information to Sydney Research stakeholders and manages meeting attendance records for the District.

Sydney Research has also coordinated the submission of 14 SLHD Expressions of Interest (EOI) for Round 2 of the NSW Health COVID-19 Research Grant Program. All SLHD EOIs were approved by the Chief Executive and submitted to the NSW Office of Health and Medical Research on Monday 17 August 2020. Successful submissions will be invited to submit a full application on 25 September 2020, with outcomes notified in November 2020.

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

Two (2) applications for TRGS Round 5 have been invited by the NSW Office of Health and Medical Research (OHMR) to submit a full application. These final applications are due on 20 October 2020, with outcomes notified in February 2021.

Lead Investigator	Project title	Funding Requested
Dr Mark Dennis	Efficacy and Value in Expedited out of hospital arrest care And ECMO CPR (ECPR) – The EVIDENCE Study	\$ 882,558
Dr Andrew McDonald	Enhancing Integration with primary care of patients with severe mental illness using an Online Shared Care Plan and Telehealth Solution	\$ 997,575

A further three (3) applications for TRGS Round 5 that listed SLHD as a partner organisation have also been invited to submit a full application.

Host LHD	Project title
HNELHD	How does long-acting depot buprenorphine impact the high-risk post-release period for people with opioid dependence?
NSLHD	Mobile Health Technology Solutions to Expand Pulmonary Rehabilitation Services for Chronic Obstructive Pulmonary Disease (COPD): The m-PRTM Implementation Project
WSLHD	Preventing cellulitis: Healthy Legs Program (HeLP)

Sydney Research continues to support TRGS projects from Rounds 1-4 and arranged presentations to the SLHD Clinical Council to update on the completed TRGS Round 1 and 2 projects. A/Prof Li Ming Wen delivered his presentation, *Healthy Beginnings Trial: Evidence, Translation & Implications*, on 23 September 2020, and Dr Tim Wand is scheduled to present on 25 November 2020. The reporting of TRGS outcomes to the SLHD Clinical Council will also ensure that the District can continue to support research to improve patient outcomes and the delivery of health services.

As reported by OHMR, SLHD is one of the most successful LHDs in TRGS, with a strong track record of 7 successful applications from 2016-2020, securing a total of \$4,435,031 in grant funding to date. Seven TRGS studies have been implemented in SLHD in integrated care, mental health and acute services.

OHMR – Embedding Quality Research

The Embedding Quality Research (EQR) Working Group met on 2 September 2020 to discuss opportunities to enhance research governance with Mr James Cokayne, Principal Policy Officer (Research Ethics), OHMR. The EQR Working Group was highly supportive of Research Governance as a priority and noted the need to identify areas where the EQR initiative could provide significant value and align with other activities currently in progress. The involvement of rural and regional LHDs is also critical to support progress across NSW.

In addition to Research Governance, priorities of the EQR Working Group also include supporting successful implementation of the National Clinical Trials Governance Framework, exploring the potential for a state-wide clinical trials management system and forming a REDCap community of practice in NSW. The group will seek input from *clinicaltrialsNSW* on its activities on clinical trial workforce development and will receive an update from Sydney Health Partners on current initiatives to enhance consumer involvement in clinical trials at the next meeting on 7 October 2020.

The EQR Steering committee will convene on 2 October 2020. Building upon updates from the Chief Executives on COVID-19 research activities across NSW at the 24 July 2020 meeting, a presentation on the evaluation of the COVID-19 Research Grant Program is scheduled, to promote a program logic that will inform and guide meaningful and impactful research and outcomes.

Digital Health Cooperative Research Centre (DHCRC)

The DHCRC have partnered with RMIT Online to develop three, virtual micro-credentialed courses on digital health transformation, which include Digital Health Strategy and Change, Technology Enabled Care, and Healthcare Design. The DHCRC offered each of their partners with a sponsored place in these courses. SLHD nominated the following three staff members that will be offered a sponsored place in their chosen course.

- Ms Rachael Mulley, Program Manager, Mental Health Services
- Ms Rachel Marnell, Nurse Manager, Sydney District Nursing
- Ms May Suk-Man Kwan, Neurosciences Physiotherapist, RPA

Patient Family Centred Care (PFCC) Research Working Group

The PFCC Research Working Group continues to work on its strategy to improve consumer and community involvement in the conduct of research across and within SLHD. Dr Karena Conroy and Adj Assoc Prof Greg Fairbrother are in the process of finalising the sub-groups to progress the six (6) agreed initiatives.

In progressing initiative 1 to establish a baseline of current consumer engagement in research, the Working Group has identified a critical reporting gap and opportunity to enhance the Research Ethics Governance Information System (REGIS). A sub-group has been established with members from the Sydney Research and SLHD Research teams as well as consumer representatives, and is scheduled to meet on 24 September 2020 to discuss the additional parameters required in REGIS to effectively measure the involvement of consumers in the design and conduct of research.

Dr Conroy has been working closely with Lara Leibbrandt, RPA Consumer Participation Coordinator, and Myra Serrano, SLHD Policy Officer, to review existing policies on consumer involvement and will assist in the development of 2020-2023 SLHD Consumer and Community Participation Framework.

Franklin Women

Ms Rina Ward met with Ms Bianca Havas, Program Manager, Franklin Women on 16 September 2020 for an update on SLHD participation and also provide feedback on the 2020 Mentoring Program.

SLHD have been offered two complimentary tickets by Franklin Women for their upcoming event 'In Conversation: the Future Leaders edition' on Tuesday 29 September. At this event, ABC journalist Meredith Griffiths will interview three alumnae from the ground-breaking leadership program Homeward Bound on their career journey, the Homeward Bound experience, and the future of female leadership. Ms Mei Ling Lam and Ms Catherine Lo from the SLHD Finance team were nominated to participate in the event.

Sydney Health Partners (SHP)

The Sydney Research team continues to work closely with Prof Garry Jennings and the Sydney Health Partners (SHP) team to support the following key initiatives:

SHP Implementation Strategy

- SLHD is the lead organisation for the implementation of the SHP Strategic Platform 2 *"Transforming how research improves patient outcomes to meet the needs of our community"* and continue to participate across all five (5) of the Platforms.
- Adj Assoc Prof Fairbrother and Dr Conroy have been coordinating the Cellulitis Consumer Reference group, which will provide guidance on the development of the cellulitis prevention model of care and educational resources
- An initial planning meeting was held in early August with nominated Consumer Participation Coordinators from SLHD, NSLHD and WSLHD to define the goals and recruitment measures. Since then, a prospectus for the reference group has been finalised and the Coordinators have been working on a recruitment strategy.

Encouraging More Clinical Trials in Australia

- An Advisory Panel has been established to progress this initiative with representatives from across the SHP collaboration, the NHMRC Clinical Trials Centre and OHMR. The Panel met on 14 September 2020 to review and update the priorities and milestones for the project, which have changed in light of the COVID-19 pandemic.

Sydney Research Council

The Sydney Research Council met virtually on 25 August 2020. Prof Steve Chadban, Clinical Director, Renal Medicine and Urology, SLHD provided an update on the Deluxe Medical Chair. Since being awarded the 2019 Big Idea, Prof Chadban has progressed with the development of his prototype and hopes to deliver 100 chairs to the RPA Renal Centre in early 2021.

Ms Anne O'Neill, Director, Enterprise and International Partnerships, OHMR also provided a presentation on the latest initiatives driven by OHMR to support the conduct of research and clinical trials across the state, especially during the pandemic.

Sydney Biomedical Accelerator

Sydney Research continues to lead planning for the Sydney Biomedical Accelerator (SBA), a new state-of-the-art research and innovation facility to be located within the RPA and University of Sydney campuses. The final business case for the SBA was signed by SLHD and the University of Sydney and submitted to the NSW Minister of Health and Medical Research and NSW Health Secretary on 24 August 2020. A Memorandum of Understanding (MoU) for the proposed merger of the Centenary, Heart Research and Woolcock Institutes to form the Australian Institute for Future Health (AIFH) was endorsed and also submitted with the SBA final business case.

The MoU affirms the commitment to collaborate and outlines key principles to maximise research performance and achieve the shared research vision of the SBA.

Adj Assoc Prof Vicki Taylor is leading the SBA Program Office to complete the detailed design and integration activities for the Sydney Biomedical Accelerator planned for September to December 2020. Activities and milestones will support MRI merger planning, consultant engagement for the workforce analysis and governance in line with the Health Infrastructure NSW Facility Planning Process. SLHD will receive feedback on the business case from Health Infrastructure NSW and will have the opportunity to respond prior to further review by the Ministry of Health and NSW Minister for Health and Medical Research.

Other Activities

In addition to the above, Sydney Research continues to support key activities in SLHD and with interagency partners:

- Digital Health CRC project concept proposals, with three being developed concurrently with SLHD ICT
- Contributing reviewer to SLHD Virtual Mega Pitch event on 25 September 2020, reviewing 23 applications for innovations to enhance health service delivery and workforce capacity at SLHD.
- University of Sydney Faculty of Medicine and Health Research Centres Review and application for the Institute for Musculoskeletal Health
- SLHD support for MRCF investment to commercialise the Metaoptima Dermengine technology platform, currently in use at Sydney Melanoma Diagnostic Centre at RPA
- Representing SLHD in planning for key precinct developments, including the Camperdown-Ultimo Collaboration Area, Camperdown Health Education and Research Precinct, Tech Central and Central Railway developments, Eveleigh and Pyrmont.
- The Royal Prince Alfred Immune Effector Cell Quality Service Steering Committee
- The establishment of the Pharmaceutical Manufacturing Lab to be located within the NSW Statewide Biobank.
- AHRA/SHP Knowledge Hub Workshop
- Participation in ACTA training workshop for consumer involvement in clinical trials, facilitated by Telethon Kids Institute
- Coordination of **rpa** virtual presentation at EY Smart Health Collaborative Event
- Through the Sydney Research Council, communications and social media, Sydney Research is promoting internal and partner educational and research activities.
- The Sydney Research weekly electronic newsletter, e-Update, has an audience of 792 subscribers
- @SydneyResearch currently has 1,027 followers on Twitter

COVID-19 UPDATE

SLHD has undertaken the following activities in August 2020:

- Enhanced and expanded Contact Tracing through the SLHD Public Health Unit for locally acquired cases. Support to NSW Health and the State of Victoria in providing contact tracing to assist their outbreak management team.

- Expanded ICU capacity at RPA, Concord and Canterbury Hospitals in the event of surge in demand due to an outbreak.
- Expanded Renal Dialysis surge capacity to match projected need in the event of an outbreak developed.
- Provided Special Health Accommodation for incoming international passengers under the Public Health Order requiring medical supervision.
- Provision of accommodation for community transmission cases who are unable to safely self-isolate in the home environment.
- Expanded community based COVID-19 Screening Clinics established at Rozelle, Redfern, Summer Hill, Homebush, Eddy Avenue, Roselands, in addition to pop up clinics for outbreak surveillance (e.g. Marriott Hotel) currently seeing between seeing **over 3,000 people on busy days**.
- Expanded facility based COVID-19 Screening Clinics established at RPA, Concord and Canterbury Hospitals currently seeing between 400-1000 people per day.
- Establishment of COVID-19 Screening Clinics in areas of special need such as social housing areas like Waterloo, Riverland etc.
- Creation of Staff and Visitor Screening Stations to check all people entering the health facilities established at all sites.
- Special Flying Squad Teams established to support community testing, Special Health Accommodation and other sites.
- COVID-19 Testing team established to support the SESLHD Screening Team at the international airport terminal.
- COVID-19 Screening, Testing team and Health Border Control team established at the Domestic Terminal to screen and validate permits for all passengers and crew alighting from flights originating from Victoria.
- COVID-19 Screening, Testing team and Health Border Control team established at the Central Train Station to screen and validate permits for all passengers alighting from trains originating from Victoria.
- Development of COVID-19 Hotline to provide results to people following COVID-19 swabbing.
- Enhanced Environmental Health Officer inspections of food outlets with SLHD to ensure they have and comply with appropriate COVID-19 Safety Plans.
- Establishment of Tiger Teams to provide support to facilities and services in COVID-19 operations.
- Support to the MOH with staff to work in the State Health Emergency Operations Centre (SHEOC).
- Regular meetings with Emergency Management representatives from LGAs (City of Sydney, Inner West, Burwood, Strathfield, Canada Bay and Canterbury Bankstown Councils).
- Development, fit out and use of special purpose vehicle to run mobile COVID-19 Testing Clinics.
- Central coordination of COVID-19 activities through the SLHD Operations Centre, central coordination of supply and ordering of PPE, equipment and other issues.
- Continuation of Fit Testing for staff from high risk areas, note this is on top of existing Fit Checking that currently occurs.

The Board is referred to the weekly Situation Reports for additional details on activities during the month.


Dr Teresa Anderson AM
Chief Executive

Date: 16-12-20