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## Sydney Local Health District

### Meeting One Hundred and Fourteen of the Board

Date: Monday 16 August 2021  
Time: 11.00am - 1.00pm  
Venue: Via Zoom  
Chair: The Hon. John Ajaka, Chair

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#### 1. Present and apologies

The Hon, John Ajaka, Chair  
A/Professor Christine Giles, Member  
Ms Ronwyn North, Member  
Dr Mary Haines, Member  
Ms Kerry-Anne Hartman, Member  
Mr Richard Acheson, Member  
Mr John McGee, Member  
Dr Teresa Anderson, AM, Chief Executive

#### Apologies

Nil

#### In attendance

Ms Nerida Bransby, Secretariat  
Mr Ross Sinclair, Executive Director of Operations, SLHD  
Dr Alicja Smiech, Chair, Medical Staff Executive Council (Departed 12.30pm)  
Mr Fleur Harriton, Acting Director, Internal Audit, SLHD (11.00am – 11.20am)  
Mr Terence Yang, Senior Auditor, Internal Audit, SLHD (11.00am – 11.20am)

#### 2. Welcome and introductions

The Chair acknowledged the traditional owners of the land.

The Chair welcomed members and guests to meeting one hundred and fourteen of the Sydney Local Health District (SLHD) Board.

#### 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 of the previous meeting held 19 July and 26 July 2021

The minutes of the Board Meeting held on Monday 19 July 2021 and Monday 26 July 2021 were moved and seconded as a true and accurate record of the meeting.

The Chair will sign the minutes when received by email.

### 4.2 CE Report – July 2021

The Chair declared that the CE Report for July 2021 was ready for publication.

## Presentation - Corporate Governance Statement 2020 / 2021

Ms Harriton presented on the Corporate Governance Statement for 2020 / 2021 including:

- What is the Corporate Governance Statement?
  - Purpose
  - Required signatures
  - Areas in Scope
  - Submission Date 31 August 2021
- Strength of Governance – business as usual and COVID
- Role of Internal Audit
- Key Milestones and Final Results
- Success Factors

Following the presentation the Board discussed:

- A new criterion requires facilities to have Strategic Plans in place.
- Invitation to visit when able to view the twelve folders of supporting documents.
- Documentation was gathered by Mr Yang.
- Ms Harriton thanked the District for their assistance in providing the documentation.

Following the presentation, the Chair thanked Ms Harriton and Mr Yang for the presentation and for attending the meeting.

## 5. Matters arising from the previous minutes

### 5.1 Action sheet

The Board received and discussed the action list including:

- The information relating to the roll-out of the staff vaccinations in the June CE report was updated and circulated. This agenda can be removed from the action list.
- The remainder of the items are still pending.

# Minutes

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## 6. Patient Story

Dr Anderson provided a verbal report on a patient returning home after 12 years abroad. The patient commended the staff for the treatment he received while in the Special Health Accommodation and RPAH Virtual for the duration of his time in quarantine.

## 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 2021

The Board received and noted the Board Calendar for 2021.

## 8. Chair's Report

The Chair provided a verbal report including:

- Orientation for new members will be on-going for a couple of months with the MoH.
- Members of the Board invited to submit expressions of interest for membership on the District's Committees.
- A meeting with the Secretary and Board Chairs was held to provide an update of COVID.
- Feedback from the LMA and senior staff in the construction industry following the roll-out of the vaccinations has been very positive.
- There has been no impact on our District from people opposed to vaccinations taking up valid appointments.

## 9. Chief Executive's report

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

- According to the Ministry of Health Framework, the District remains at performance level zero, which is the highest level achievable.
- The setup of small vaccination sites for vaccination clinics have proven very successful.
- Student nurses/health care workers are on the authorised list to receive the vaccination.
- Hospitals under pressure to accommodate COVID+ patients
- Non urgent surgery has been postponed and staff have been re-located to assist in ED, COVID wards, testing and tracing.
- Premium staff usage for the vaccination hubs will be covered by COVID funding.
- A list of vaccination sites is to be provided to the Board.
- The number of staff from other Districts assisting the SLHD is now low.
- Vaccination clinics opening hours will be longer.

- All non-essential meetings are to be cancelled until further notice
- A paper is being written on “Lessens Learnt” response to COVID.
- Congratulations to the CE on the announcement from Franklin Women regarding the scholarship titled after Dr Teresa Anderson in recognition of her personal commitment and the District support.

## 9.1 Finance and Performance Reports

### 9.1.1 SLHD Board reporting pack – June 2021

The Board received, read and noted the SLHD Board Reporting Pack for June 2021. The Board noted the two top ten risks in the dashboard, namely the response to the COVID pandemic and the inability to meet healthcare demands of a rapid increase in population due to urban growth within our District are rated as extreme. It was further noted that these risks are interrelated and therefore the risk is being compounded. Information on the Districts near and medium term response to these two risks was provided at the meeting.

### 9.1.2 Selected Performance Indicators – June 2021

The Board noted this report was not available.

### 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 noted this report for the period April to June 2021 was not available

### 9.1.5 HAC Committee Report

The Board received, read and noted this report in particular, the significant improvement relating to the 13 of 14 Hospital Acquired Complications (HACs) for the 12 month period May 2020 - April 2021.

The Board discussed the support for Mental Health Patients including:

- The need for Mental Health Step-Down Beds
- Work has been done on the models of care
- Forensic beds at the Concord site is being discussed
- This will not assist the District with the seclusion rates due to the high acuity of the patients being treated.

## 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. It is to be noted the Court dismissed Macquarie's submission of an Application for Special Leave to Appeal the Court of Appeal judgement held in the High Court on Friday 13 August 2021

The Board congratulated the Chief Executive, District Executive, the Legal Team and Ms Bransby for their outstanding effort in relation to this long standing legal matter.

## 9.3 Capital Works Report

The Board received, read and noted the Capital Works report in particular:

- CRGH redevelopment is now delayed
- The Parent and Babies unit will assist the District.
- Option of building on top of already established buildings
- Expand RPA Virtual
- Look at hotel / motel model.

## 9.4 Clinical Governance and Risk Reports

### (i) Quarterly Report

The Board noted this report for the period April – June 2021 is due in September 2021.

### (ii) GIPA

The Board received, read and noted this report.

### (iii) SLHD Risk Register

The Board noted this report is due in September 2021.

## 9.5 Audit and Risk Committee Report (period 14 June 2021 – 14 September 2021)

The Board noted the next report for the period 14 June 2021 – 14 September 2021 is due in October 2021.

## 9.6 Facility Reports – June 2021

### (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.

(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 Services 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) 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 this report.

(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 in particular, the low rate of the NSW State Adverse Effects Following Immunisation (AEFI) / Adverse Event of Special Interest (AESI). These acronyms are to be added to the list.

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

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The Board received, read and noted this report.

(xvi) Croydon / Marrickville / Redfern Community Health

The Board received, read and noted this report.

## 10. Matters for approval / resolution

### 10.1 Corporate Governance Attestation Statement

Following the presentation as mentioned above, the Board agreed for the CE and Chair to sign this statement.

## 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 12 July 2021.

### 11.2 Education and Research Committee

The Board noted the meeting to be held today was cancelled.

### 11.3 Communications Committee

The Board noted the meeting to be held on 3 August 2021 was cancelled.

### 11.4 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 15 July 2021.

### 11.5 Health Care – Clinical Quality Council

The Board noted the meeting held on 28 July 2021 was cancelled.

### 11.6 Health Care – Clinical Council

The Board noted the next meeting is to be held on 25 August 2021.

### 11.7 Medical Staff Executive Council

The Board received, read and noted the minutes of the meeting is to be held on 6 August 2021 including:

- The Board discussed the morale of the JMOs due to the disruption of exams and rotations as a result of COVID. Discussions are to occur outside of this meeting to ensure good lines of communications are put in place.

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- Medical Interns are recruited at a state level. The District has a second process in place for credentialing.

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

The Board noted the meeting to be held on 4 August has been postponed to the 2 September 2021.

## 11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board noted the meeting to be held on 27 July 2021 was cancelled.

## 11.10 Organ Donation for Transplant – Quarterly Report (April 2021 – June 2021)

The Board received, read and noted this report for the period April 2021 – June 2021.

## 12. Other Committee reports / minutes

### 12.1 Sustainability Committee (bi-monthly)

The Board noted the meeting to be held on 15 June 2021 was cancelled.

### 12.2 Medical and Dental Appointments Advisory Committee

The Board noted the minutes of the meeting held on 9 June 2021.

### 12.3 Surgical Demand Committee (bi-monthly)

The Board noted the next meeting is to be held on 18 August 2021.

### 12.4 Finance Leaders Forum

The Board received, read and noted the minutes of the meeting held on 21 July 2021.

### 12.5 NSW Health / SLHD Performance Review Meeting

The Board noted the meeting to be held on held on 13 August 2021 was postponed.

### 12.6 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 22 June 2021.

### 12.7 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 13 July 2021.

### 12.8 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is to be held on 17 August 2021.

### 12.9 Concord Hospital Redevelopment Executive Steering Committee



The Board received, read and noted the minutes of the meeting held on 16 June 2021.

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

The Board noted the meeting held on 5 August 2021 was cancelled.

12.11 Security and Violence Prevention Committee

The Board noted the meeting held on 6 July 2021 was cancelled.

**13. Matters for noting**

Nil to report

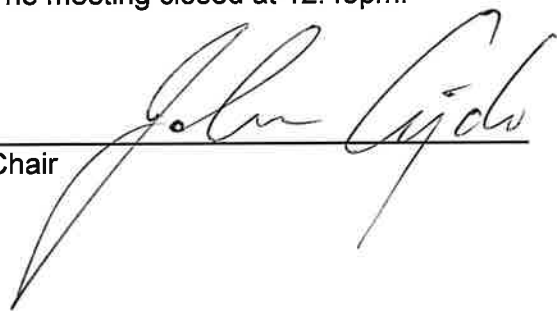
**14. Other Business**

Nil to Report

**15. Next Meeting**

The next meeting will be held on Monday 20 September 2021 at 9.00am.

The meeting closed at 12.45pm.

Chair 

Date 21-09-21

## Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board August 2021

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### **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 SAERs overdue during the month of June.

Mental Health Readmissions within 28 days have increased for the month of April 2021 to 17.9% in comparison to 15.5% 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 4.6% for the month and 5.2% YTD May, which is slightly below the State rate of 5.6% for the month and 5.7% YTD May. Unplanned Emergency Representations (same ED within 48 hours) were 4.2% for the month and 4.4% YTD June 2021, which is equal to the State rates.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 1.3 per 10,000 bed days for the month of May 2021, representing an increase compared to April 2021 (0.2/10,000 bed days). There was 0 Central Line Associated Bloodstream (CLAB) infections during May 2021. Ongoing education and training in infection control strategies and CLAB awareness discussions at ICU morbidity and mortality meetings continue.

The District is performing in relation to 13 of 14 Hospital Acquired Complications (HACs) for the 12 month period May 2020 – April 2021.

Hospital acquired endocrine complications has a rate of 34.5 per 10,000 episodes, with a target of 29.7 for the 12 month rolling period of May 2020 – April 2021. Hospital acquired endocrine complications decreased by 66 instances during this period, when compared to the same period in the previous year.

Work continues to improve the District's performance in relation to all HACs, with facilities/services providing monthly updates to their HAC Action Plans, which is overseen by the SLHD HAC Steering Committee. District HAC Operational Coordinators and Clinical Leads for each of the HACs have been appointed to further support facilities and services in the development of strategies to reduce HACs District wide.

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 June 2021 compared to the same period last year by 0.48, 3.78 and 0.10 respectively.

The District is continuing to work with the NSW Health Workforce branch to ensure its workforce surge plans are in place for an escalation in the COVID-19 response. There is ongoing focus on specific workforce escalation plans that will ensure alignment to current and ongoing work within the SHEOC. The District is continuing to focus on the deployment of nursing, medical and administration staff to support the COVID-19 Vaccination Program in NSW and in particular the NSW Health Vaccination Centre at Sydney Olympic Park which is now vaccinating over 8,000 people per day, 7 days per week, the mobile vaccination clinics and the Special Health Accommodation which now has over 900 patients at any one time.

## **Activity**

There was an increase of 13.90% in the number of separations (14,262) for the month of June 2021 when compared to the same period last year and a 0.8% increase on June 2019. YTD June separations have increased by 1.37% when compared to June 2020 and decreased by 5.1% in comparison to June 2019. This is consistent with the decrease in elective surgery and reduced inpatient activity associated with COVID-19. In June 2021, the District's occupancy rate increased by 7.78%, to 92.14% when compared to the 84.36% in June 2020 and increased by 5.1% when compared to the 87.04% in June 2019.

There were 14,596 attendances to the District's Emergency Departments in June 2021, which is a 25.48% increase from 11,632 when compared to the same month last year and increased by 2.9% when compared to 14,185 in June 2019. YTD Emergency Department attendances have decreased by 3.04% to 188,736.43 when compared to the same period in the previous year and decreased by 0.9% when compared to the same period in 2019. YTD June case weighted attendances have decreased by -0.92%, when compared to the previous year. The District is investigating the impacts of COVID-19 on the reduction of Emergency Department presentations in partnership with the George Institute.

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

The District continues to work on ETP performance. There was a 11.67% decrease in ETP in the month of June 2021, to 61.18%, when compared to the same month in the previous year. YTD June there has been a 3.97% decrease in ETP to 67.03%. Admitted ETP was below target (50%) for the month at 33.41%, which is a 18.51% decrease on the same period in the previous year.

## **Transfer of Care**

The District is performing below the transfer of care (TOC) target (90%) for June 2021, with 87.28% of all patients transferred from ambulance to our emergency departments in 30 minutes or less.

## **ED Triage**

The District continues to perform well in relation to the triage targets and achieved triage Categories 1, 4 and 5 for the month of June. Triage Categories 2 and 3 performance is below the revised targets at 84.08% (target 95%) and 69.11% (target 85%) respectively.

## **Elective Surgery**

There were 767 more elective surgeries performed in May 2021 when compared to the same period in the previous year, representing an increase of 48.88%.

# Board Report

For the month of June, 100% of Category A, 100% of Category B, and 100% of Category C elective surgery patients were admitted within the clinically appropriate timeframe for their surgery. 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. YTD June there has been a 8.42% (101) decrease 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; to supplement capacity, collaborative care arrangements are continuing to work well with Chris O'Brien Lifehouse, The Mater Private, North Shore Private, Sydney Day Surgery, Sydney Adventist Hospital, Strathfield Private, Chatswood Private and Genea. Additional agreements have been signed with St Luke's Private and St George Private.

In addition, the District is continuing an internal strategy to increase additional surgical activity from October 2020 to reduce the elective surgical back log 'Surgical Bubble' at Institute of Rheumatology of Orthopaedics, Canterbury and Concord Hospitals.

## Emergency Surgery

There were 108 more emergency surgeries performed in the month of June 2021 when compared to the same month last year, representing a 9.12% increase.

## 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 50.5% decrease in the number of Hospital in the Home overnight separations in June 2021 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 30.95% variance for YTD June, excluding Dental and noting the number of uncoded and ungrouped episodes.

Stream	Target	Actual	Variation	Variation %
Acute*	164,192	156,163	- 8,029	-4.89%
ED	24,016	23,306	- 710	-2.96%
NAP	49,935	146,324	96,389	193.03%
SNAP**	12,718	11,698	- 1,020	-8.02%
MH Admit***	17,966	16,817	- 1,148	-6.39%
MH NAP^	9,660	10,380	720	7.45%
Total	278,488	364,688	86,201	30.95%
Dental DWAU	61,290	68,867	7,577	12.36%
Dental NWAU#	7,696	8,647	951	12.36%
Total (NWAU)	286,183	373,335	87,152	30.45%

\* 2,603 uncoded episodes

\*\* 60 ungrouped episodes  
\*\*\* 126 uncoded episodes  
^ May data  
# NWAU=589/4691\*DWAU

## REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

### **Private Health Insurance Usage**

For the month of June 2021, 16.31% (2,196 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There was an increase of 172 (8.5%) patients who elected to use their private insurance compared to the same period last year and a decrease of 144 (6.15%) in total separations from previous month.

For the month ended June 2021 conversions for facilities as compared to the same period last year were:

- RPAH – an increase of 29 (2.78%) private patients.
- Concord – an increase of 83 (9.66%) private patients.
- Canterbury Hospital – an increase of 32 (31.37%) private patients.
- IRO – an increase from 4 to 33 private patients.
- Balmain Hospital – a decrease of 1 (7.14%) private patients.

### **Single Room Usage**

For the month of June 2021, 8.31% of patients were flagged as infection control across the District.

The single room usage report is being reviewed to incorporate the new financial classifications taking into effect from 8 June 2020. As a result, report for single room data was not available for the month of June 201.

### **SLHD Strategic Revenue Network**

Key notes:

- SLHD Strategic Revenue Network meeting was held in May 2021. The rollout of the final tranche of the new financial classifications was discussed. Each facility provided an update on revenue performance. Revenue opportunities for each of the facilities was discussed.
- Clinician Billing Portal (CBP) is progressing with RPAH, CRGH and TCH working to identify and sign up staff specialists to bill through the application. There are currently 128 registered users and total \$960K has been raised through the portal to date.

## REDESIGN AND SERVICE IMPROVEMENT

### **Innovations**

#### **The Pitch**

- Due to the current COVID restrictions, the next round of the Pitch has been placed on hold.
- Once a date is confirmed, the applications that will progress to the live round are:
  - ➔ **Bottles away – cup to stay.** This Pitch looks at the development of educational videos and an interactive book to reduce prolonged bottle use after 12 months & the associated impacts (e.g. tooth decay, ear infections, iron deficiency, speech developmental delay, sleep disturbances).

- ➔ **HeartBeat – be heart smart.** This Pitch is a digital cardiac rehabilitation platform that will prevent further life-threatening cardiac events via data capture including: medication adherence / task completion / blood pressure.
- ➔ **Establishing an ADHD e-learning module to facilitate shared-care partnerships between primary health practitioners and specialists in NSW.** This Pitch looks at the development of a training and education ADHD e-module to up-skill specialists and primary care practitioners in optimal ADHD management and to facilitate shared care partnerships in our district.
- ➔ **Virtual newborn family support:** empowering CALD family centred care through multimedia education. This Pitch looks at the development of six culturally responsive videos in five languages as well as videos targeted at Aboriginal and Torres Strait islander families.
- ➔ **High Fidelity Virtual Trauma Learning.** This Pitch looks at the provision of enhanced trauma learning via virtual means.
- ➔ **Improving health outcomes via digitally-enabled care in patients with diabetes using insulin therapies.** This Pitch aims to propose a purpose-built mobile application that will assist patients and clinicians to effectively manage at-risk patients on insulin, improve treatment adherence and build stronger therapeutic relationships

## CHR

- Commencing 13 July, the GPCanShare Project attended the Project Initiation sessions via zoom conducted by the Agency for Clinical Innovation.

## Other Projects

- Hands Up Project (RPA Hand Clinic)
  - Solution prioritisation has been completed
  - The team are in the process of formulating tasks for each solution to commence implementation.
  - Due to the current COVID-19 restrictions and resourcing constraints, the team are at maximum capacity. As such, the project has been place on hold.
- RPAH Transfer of Care Project – ‘Good to Go, Discharge by 10 and 2’
  - Implementation of solutions to commence once restructure of Patient Flow Unit is finalised, with recruitment of new posts filled.
  - Medical workshop being planned to drive engagement with solutions given all need strong medical buy in / culture change.
- Diabetes Model of Care Redesign
  - Diagnostic phase complete
  - SLHD model of care has been finalised and is to be shared with diabetes leads, GMs, DMSs end of July.

## Accelerating Implementation Methodology (AIM):

- Remaining dates for the AIM course in 2021 are:
  - 6-7 September
  - 15-16 November



## HealthPathways

### Content development

COVID-19 specific content has been focused on keeping General Practice up to date with vaccine changes and alerts as well as general access information  
Currently we have the following COVID-19 vaccine specific content accessible to General Practice:

	Page views July 1-27 2021	Page views June 1 – 30 2021	Page views May 1 -31 2021
<b>COVID-19 Vaccination Information</b>	161	110	62
<b>COVID-19 Vaccination Procedure</b>	85	60	54
<b>Preparing for COVID-19 Vaccination</b>	40	20	13

With a specific [COVID-19 Vaccine-induced Thrombosis with Thrombocytopenia Syndrome \(TTS\)](#) in the final stages of development this week.

Development work on most non-COVID-19 content has been placed on hold to support other SLHD COVID-19 focused activities.

### Usage of HealthPathways

Usage continues to track at a favourable level with steady consistent usage rates.

	*July 1-27 2021	June 2021	May 2021	*July 1-27 2020
Users	1,356 ↑ 23.4%	1,395	1,294	1,098
Sessions of use	7,802 ↑ 9.68%	9,175	8,880	7,113
Total Page Views	27,733 ↑ 20.73%	31,550	29,892	22,971

## SLHD e-Referral Project

### Service recruitment

Development work has commenced on forms for the Royal Prince Alfred Hospital implementation. Service review and sign off will be required in early August, in preparation for system build over the coming four weeks. Phase 1 of the e-Referral implementation will go live 13 October 2021, with phase 2 anticipated to occur late 2021.

e-Referrals are in the process of being finalised for SLHD Maternity, and Royal Prince Alfred Hospital's Gynaecology and Fertility service, as part of the Outpatient Referral Management Simplified Outpatients Appointments (ORMSA) Program. Project Team completed user acceptance testing on the new referral management system, with feedback and recommendations submitted to eHealth to ensure functionality and usability aligns with SLHD requirements.

# Board Report

Service	Deployment	Stage
Haematology	October 2018	Live
Rheumatology	June 2019	Live
Osteoporosis and Community Paediatrics	September 2019	Live
COVID-19 Monitoring – RPA Virtual	May 2020	Live
Haematology, Osteoporosis (ORP) , Rheumatology (OACCP) – Canterbury Hospital	August 2020	Live
Concord Hospital Phase 1 (22 services)	October 2020	Live
Concord Hospital Phase 2 (6 services)	TBC 2021	Design
Direct Access Colonoscopy and Inflammatory Bowel Disease – Royal Prince Alfred Hospital	November 2020	Live
Podiatry - SLHD	November 2020	Live
High Risk Foot Service and Palliative Care – Concord Hospital	November 2020	Live
Andrology – Concord Hospital	February 2021	Live
Engage Outpatients Program: Gynaecology – Royal Prince Alfred Hospital Pelvic Mesh – Royal Prince Alfred Hospital Maternity - SLHD	2021	Design
Royal Prince Alfred Hospital (13 services)	September 2021	Build
Royal Prince Alfred Hospital (5 services)	Late 2021	Design

## Platform development

Active Directory integration work to recommence, with support from SLHD ICT.

### Referrer update:

- A total of 1139 referrals have been received.
- 67% of referrers using HealthLink to refer to SLHD have referred more than once.
- Meeting held with Project Team, eHealth and a number of local General Practitioners in July 2021 as part of the Engage Outpatients Program. General Practitioners expressed their satisfaction and positive experience using e-Referral to refer to SLHD Outpatient Services.

## FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS

### GENERAL FUND (GF)

The 2020/21 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 30 June 2021 based on the District's budgeted NCoS.



For the period ended 30 June 2021, GF Expenditure was \$2.716M (0.12%) favourable to budget after receiving \$365.149M COVID-19 Stimulus Budget. The District has assessed the YTD June 2021 cost of COVID-19 as \$460.448M (\$388.566M Incremental and \$71.882M Base). COVID-19 Incremental expenses were primarily for Clinics and Screening, ICU, Pathology testing, Special Health Accommodation, PPE, Cleaning, Contract Tracing, SHEOC and Vaccination Program. Including the impact of COVID-19, the District is \$2.716M favourable to Expense budget in FY20/21.

YTD June 2021 Expenditure increased significantly (by \$307.975M or 15.79%) compared to YTD June 2020. The average monthly expense rate increased from \$145.289M for the period July 2018 to June 2019 to \$156.819M for the period June 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 \$188.249M YTD June 2021. Increase in FTE numbers and the impact of COVID-19 is contributing to these results.

Excluding the \$18.996M favourability for Recurrent Allocation (predominantly due to SLHD receiving revenue from Revenue NSW for Quarantine Passenger Fees on 30th June whilst the cash was transferred to MoH on the 29th June) and \$0.948M unfavourability of Capital Allocations (due to timing difference of AARP), GF Revenue (including Doubtful Debts) was \$9.426M (2.1%) unfavourable to budget.

The District continues to see unfavourable results in Patient Fees, Facility Fees, Prosthesis income, Pharmacy Sales, Car Park Fees and Conference & Training Receipts as a result of the impact of COVID-19. The reduction in the actual single room bed day rates paid by health funds has resulted in reduction in YTD June 2021 Patient Fees of \$6.474M. Furthermore, the impact of the additional \$12.594M full-year OSR budget allocated by MoH to the District has contributed to overall OSR unfavourability in FY20/21. The transfer of RPAH Staff and Visitor Car Park to SLHD resulted in a \$11.881M increase in Capital Revenue as an Asset not Previously Brought. MoH provided a Doubtful Debts budget supplementation of \$16.6M and the District was \$1.144M unfavourable for Other Items (including Doubtful Debts) for FY20/21.

The final NCoS for SLHD for FY20/21 was \$11.338M favourable to budget. Excluding the \$18.996M favourability for Recurrent Allocation (predominantly due to SLHD receiving revenue from Revenue NSW for Quarantine Passenger Fees on 30th June whilst the cash was transferred to MoH on the 29th June) and \$0.948M unfavourability of Capital Allocations (due to timing difference of AARP), SLHD is \$6.71M Unfavourable to NCoS budget.

The major variances for the month were:

## **Expenditure**

YTD June 2021, GF Total Expenditure was \$2.716M favourable to budget, primarily reflecting favourable for Salaries & Wages (\$21.951M), Goods & Services (\$40.23M) and unfavourable results for Overtime (\$18.903M), Annual Leave Provision (\$12.807M), Superannuation (\$12.402M), VMO Payments (\$3.52M) and RMR (\$9.232M).

## **Revenue**

Excluding the \$18.996M favourability for Recurrent Allocation (predominantly due to SLHD receiving revenue from Revenue NSW for Quarantine Passenger Fees on 30th June whilst the cash was transferred to MoH on the 29th June) and \$0.948M unfavourability of Capital Allocations (due to timing difference of AARP), GF Revenue (including Doubtful Debts) was

\$9.426M (2.1%) unfavourable to budget. This result reflects favourable variance in Quarantined Hotel Fees (\$19.562M), Grants and Contributions (\$1.428M) and High Cost Drugs (\$2.046M) offset by unfavourable variances in Facility Fees (\$4.962M), Prosthesis Income (\$2.601M), Pharmacy Sales (\$1.539M), Patient Fees (\$16.765M) and Doubtful Debts \$0.736M. Additionally, the transfer of RPAH Staff and Visitor Car Park to SLHD resulted in a \$11.881M favourability in Capital Revenue as an Asset not Previously Brought. The unfavourability in Facility Fees, Prosthesis Income, Pharmacy Sales and Car Park Fees is predominantly due to the impact of COVID-19.

## **SPECIAL PURPOSE AND TRUST (SP&T)**

SP&T NCoS was \$0.173M favourable to budget for the period of June 2021. This result reflects favourable budget variance for Expenditure (\$1.265M) and unfavourable budget variance for Revenue (\$1.082M).

## **CONSOLIDATED RESULT**

For the period ended 30 June 2021, the consolidated YTD NCoS result for the General Fund and SP&T was \$11.511M favourable to budget. The result comprises favourable variances for Expenditure (\$3.98M) and unfavourable variances for Own Source Revenue (\$9.364M), Doubtful Debts (\$0.736M) and Loss on Sale of Asset (\$0.418M).

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

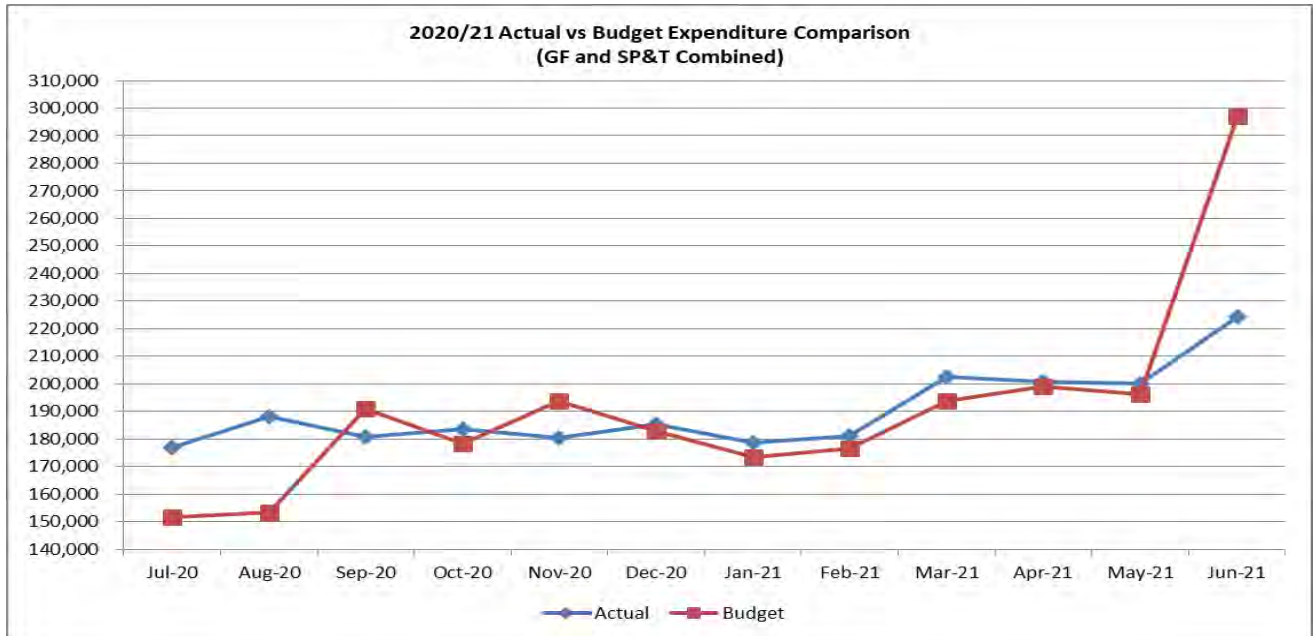
For the period ended 30 June 2021, SLHD recorded a Total Net Result of -\$220.615M which was \$11.451M favourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD June 2021 was \$11.069M favourable to budget, reflecting a favourable budget variance for Expenditure (\$15.322M) and unfavourable budget variance for Revenue (\$4.252M).

For the YTD June 2021, Total Direct Revenue was \$4.252M unfavourable to budget, comprising an unfavourable variance for the General Fund (\$3.036M) and SP&T Fund (\$1.216M). This result for the GF reflects unfavourable variances in Patient Fees and Other Income offset by favourable variances in User Charges and Grant Income.

YTD June 2021 Total Direct Expenditure was \$15.322M favourable to budget, reflecting an favourable variance for General Fund (\$13.997M) and SP&T Fund (\$1.325M). The result for the General Fund reflects favourable variances in Salaries & Wages (\$21.951M), Direct Clinical Operating (\$35.901M), G&S Corporate (\$3.688M) and G&S Supporting Services & Utilities (\$0.631M) offset by unfavourable variances in Overtime (\$18.903M), On-costs (\$25.630M), VMOs (\$3.520M) and Grants (\$0.249M).

## MONTHLY BUDGET PERFORMANCE

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



## LIQUIDITY

The cash balance at 30 June 2021 for the SLHD Operating bank account was \$21.761M and the Operating Cash book balance was \$21.639M.

## CAPITAL WORKS – SMRS PROJECTS

As at 30 June 2021 the District's Full Year Capital works budget relating to SMRS Projects is \$25.964M comprising \$5.549M of MoH funded and \$20.415M of locally funded projects.

Actual expenditure as at the end of June 21 was \$24.107M which is marginally on budget.

Additionally in the current pandemic circumstances, the actual expenditure for MoH funded Minor works & Equipment for COVID-19 was \$5.498M at the end of June 2021.

## OTHER CAPITAL PROJECTS

As at the end of June 2021, the District has expended an amount of \$3.601M relating mainly to Croydon Health Centre, RPA Transit Lounge, RPA Paediatrics, RPAH Virtual Hospital Stage 3, RPAH PET-CT New Purpose Built, CRGH Research Centre, CRGH Helipad and Wallacia New Cage. The expenditure of \$3.174M was sourced from the General Fund and \$0.427M from Trust Fund.

## CAPITAL WORKS

### RPA

#### **RPA Redevelopment**

Key activities undertaken for the RPA Redevelopment in June 2021 are as follows:

- A Value Management Workshop was held to identify preferred option located on the East Campus with a focus on development on the north eastern corner of the campus

- The Project team have identified early and enabling works opportunities including ED interim refurbishment, molecular imaging and paediatrics unit expansion.
- Fit out of PMBC Level 2 to relocate Renal Satellite Dialysis is underway
- State Design Review Panel (SDRP) meeting held on 14 July to present progress on the design of the Preferred Option and respond to SDRP feedback from April meeting.
- Continued development of the Project's approach to addressing Design Excellence,
- Progression of procurement Connecting with Country, Ecology, Fire Engineer and Social Impact Assessment consultants and engagement of the ACHA Consultant.

## **COVID-19 Pathology Lab**

During the month of June demolition works were completed and the electrical shut down was completed. Tracking for the new automatic sliding doors were also installed in preparation for installation next month.

## **Parent and Baby Unit**

During the month of June 2021, structural steel works as well as rendering of the new retaining wall has been completed. The installation of the roof is well underway and service rough-ins for the electrical, mechanical and hydraulic services have commenced. The hydrant lines for the new build have been installed and under test. Framing for the internal and external walls is underway. Mechanical plant and electrical switchboards have been delivered to site.

## **Building 63 RPU Hot Cells**

Mechanical service works continued throughout June 2021 and the tendering process for air monitoring controls was underway. Cladding for the new external exhaust pipes also commenced. Due to restrictions in greater Melbourne Victoria, contractors have been advised they cannot access site until further notice.

## **Renal Dialysis PMBC Level 2**

Over the course of this reporting period, electrical service rough-ins were completed and tiling to the bathrooms was underway. Painting and the installation of ceiling tiles continued out the month and the concrete floor chasing was completed.

## **Concord**

### **Concord Redevelopment**

Key milestones achieved for the Concord Hospital redevelopment during April included:

- Completion of High Voltage cutover works
- Detailed civil works staging to the east and western entry roads complete
- Atrium façade and roofing complete
- Continuation of internal fit out works for Towers A, B and C
- Defect inspections underway

## **Building 20 – Research**

Works completed in June 2021 included the laying of new flooring, bathroom wall and floor tiling and painting. Service fit-offs for electrical, hydraulic and mechanical services were underway and new blinds and curtain tracks were installed.

## **Canterbury Hospital**

### **COVID-19 Vaccination Clinic**

In June 2021, a vaccination clinic was created at Canterbury Hospital. Capital works included the conversion of an existing 4 bed patient bay into 5 x vaccination stations, new flooring in the waiting/observation and pharmacy, painting and the installation of new FF&E.

### **Cultural Gardens**

The first stage of the concrete pour for the new cultural gardens at Canterbury Hospital were completed in June. New stormwater pits were installed and formwork was underway.

### **Tresillian Virtual Hospital**

The capital works program for the new Virtual Hospital at Tresillian was successfully completed in June and the space is now being occupied.

## **PLANNING**

### **Asset Management Planning**

The Strategic Asset Management Plan, the Asset Management Plans and the Capital Investment Strategies were submitted to the Ministry in July 2021.

### **Tech Central District (Camperdown-Ultimo Collaboration Area)**

Planning continues in collaboration with the Greater Sydney Commission for a Tech Central website, narrative, a set of case studies and branding.

### **Canterbury Hospital Redevelopment – Phase 0**

The Executive Steering Committee for the Phase 0 project has commenced and will oversight the delivery of an updated Clinical Services Plan which is consistent with the new requirements for NSW Health facility planning and NSW Treasury. The draft project scope is being developed, with the key deliverables and timeframes for the planning process, governance arrangements, the roles and responsibilities of the partners, and the major stakeholder consultation and engagement processes identified. A consultant has been engaged by Health Infrastructure to work collaboratively with the District to support the new Phase 0 planning processes.

### **RPA Ambulatory Care**

The Planning Unit continues developing the in-depth plan and forecast for RPA Ambulatory Care, taking into account the impacts of COVID, virtual care and changing models of care. Projections will span 2026 and 2031 and be developed individually for each clinical area, based on MoH forecasting tools. However consultation with clinic staff is currently suspended.

### **Concord Hospital Stage 2 Clinical Services Plan**

The final Plan will be sent to the Concord Medical Staff Council, Whole of Staff (with the CE) and with Clinical Directors, Manager and District Executive with a view to August consultations.

### **Green Square HealthOne- RPA HealthOne, Green Square**

The Planning Unit continues working with Clinical Services Integration on the Academic Primary Care Unit for the HealthOne.



## **Other Plans**

The development of the following plans fully/partially supported by the Planning Unit.

- SLHD Mental Health Strategic Plan
- SLHD Workforce Strategic Plan
- SLHD Digital Health Strategy
- SLHD Education Strategic Plan
- SLHD Internal Audit Strategic Plan
- SLHD Carers Plan

## **COVID support activities**

The Planning Unit continues to participate in a range of activities supporting the District response to COVID, including deployment of staff to the:

- Mallett St vaccination clinic
- Outreach community vaccination clinics at Exodus and Common Grounds
- Packing of care packages / masks for priority populations
- Packing of staff care bags

## **SYDNEY RESEARCH**

### **Sydney Research Team**

The advertisements for the Executive Officer and Project Manager (Embedding Quality Research) positions in the Sydney Research team closed on Tuesday 13 July 2021. We received a great response to both positions and a number of strong applications. After consulting with the panels established for both roles, we shortlisted three applicants for the Executive Officer position and four applicants for the Project Manager position. Interviews were held in the week beginning on Monday 26 July and a preferred candidate for both positions has been identified. We are anticipating that the preferred candidate for each role will start by late-August.

### **COVID-19 Operational Support**

Sydney Research continues to support Sydney Local Health District (SLHD) in its response to COVID-19 and in the implementation of the COVID-19 Vaccination Program. The team participates in the regular COVID-19 Steering Committee meetings and communicates the latest information to SLHD and Sydney Research stakeholders.

To date, the Sydney Research team has secured interest from 51 staff and family members associated with our partnering Medical Research Institutes to assist with supporting the District's COVID-19 response, vaccination centres, Special Health Accommodation, RPA virtual or general hospital services during this period of high demand as a result of the recent Delta strain outbreak in Greater Sydney and surrounds. These individuals have a diverse range of experience, including midwives, physiotherapists, pharmacists and those willing to provide communications and administrative support.

### **Franklin Women – 2021 Teresa Anderson Scholarship**

Franklin Women announcing a new scholarship titled after Dr Teresa Anderson AM on Monday 2 August 2021. The 2021 Teresa Anderson Scholarship aims to support health and medical researchers that are experiencing additional unexpected caring responsibilities as a result of the COVID-19 pandemic, and required to balance these additional responsibilities with full-time work or research.

The title of this scholarship is in recognition of Dr Teresa Anderson's contributions to Franklin Women, the research community, and towards supporting the community in the COVID-19 response and vaccination program. It is also an acknowledgement of the \$2,500 contribution made by SLHD towards the scholarship program in addition to contributions made by members of Franklin Women. By providing up to \$1,000 in funding, the 2021 Teresa Anderson Scholarship will support these leading or up-and-coming researchers by reducing the burdens associated with caring responsibilities, including through food services, grant/technical writer services, travel costs, virtual conference fees or professional coaching support to assist with navigating professional and personal stresses/barriers during this difficult period. Applications for the 2021 Teresa Anderson Scholarship will open on Monday 2 August 2021 and close on Saturday 22 August 2021

### **NSW Office of Health and Medical Research (OHMR) – Translational Research Grants Scheme**

Sydney Research continues to support the successful projects in Rounds 1-5 of the Translational Research Grant Scheme (TRGS). The successful Round 3 TRGs project led by Dr Sarah Maguire, titled 'Online Cognitive Behavioural Therapy for Bulimia Nervosa', is expected to be completed by the end of August 2021. A final report summarising progress and achievements will be submitted by Dr Maguire upon completion.

TRGS Round 6 opened on Wednesday 16 June 2021 with an initial Expression of Interest stage. To assist in the understanding of requirements and standard for the initial TRGS Expression of Interest, Sydney Research has provided feedback on a number of project outlines submitted by SLHD staff. The internal deadline for the final Expression of Interest is Monday 16 August 2021.

To assist with the management of applications for TRGS Round 6, Ms Penny Vogelzang has been working closely with the TRGS Coordinators from all participating NSW Public Health Organisations. The in-principle approval of all Partnering Organisations is now required at the Expression of Interest stage of each TRGS, where previous rounds only required this approval at the final Full Application stage. To ensure transparency, avoid miscommunication and ensure the approval and submission of applications across all organisations, Ms Vogelzang has established a Microsoft Teams group for these Coordinators, collected the internal deadlines for each organisation and developed a formal request form for Partner Organisation approval that captures commitments required, support provided and staff involved across these partners.

### **NSW Office of Health and Medical Research (OHMR) – Embedding Quality Research**

NSW OHMR and Sydney Research are leading the development of a project focussed on investigating potential solutions towards a more effective and efficient research governance model. An Expert Working Group has been established, involving SLHD, NSW OHMR, and four senior Research Directors across different metropolitan, rural and regional Local Health Districts, to provide guidance in determining the strategic direction for the project. The Expert Working Group have met on a fortnightly basis since early June 2021, and have finalised a proposal outlining the objective, program of work and timeframe for the research governance project. The final proposal will be presented to the NSW Health Secretary over the next week.

To support the research governance project's progression, Sydney Research have established a new Project Manager (Embedding Quality Research) position in collaboration with the NSW OHMR. The position was advertised in July 2021, and interviews held in the week of Monday 26 July 2021. Once recruitment has been finalised, the position will assist in progressing the research governance project and will support both the EQR Expert Working Group and the EQR Steering Committee.

## **NSW Office of Health and Medical Research (OHMR) – Clinical Trial Management System (CTMS) Initiative**

Adj A/Prof Taylor has been representing SLHD on the CTMS Project Steering Committee, chaired by Dr Antonio Penna, Executive Director, NSW OHMR. Following the last meeting on 16 June 2021, an Expression of Interest to determine the implementation staged rollout and initial pilot of the CTMS was circulated to all participating organisations. OHMR indicated a preference for one metropolitan Local Health District and one rural/regional Local Health District to initially pilot the CTMS. After consulting with Dr Teresa Anderson AM, Chief Executive, SLHD, Prof Warwick Britton, Director of Research, SLHD and the SLHD Research team, Sydney Research indicated the preference for SLHD to implement the CTMS in the second half of 2022.

The final implementation staged rollout- plan and confirmed vendor of the CTMS will be confirmed in late August 2021. Sydney Research are also working with OHMR to develop statewide communications to inform NSW Health staff of the project, the new system and the impacts of the implementation process.

## **Clinical Trials Alliance**

Sydney Research has been involved in discussions to establish a collaboration between SLHD, NSW OHMR, the University of Sydney and Sydney Health Partners to strengthen the capacity, efficiency and impact of clinical trials in NSW. The primary objective of the Alliance is to establish processes and new infrastructure that will be universally accessible and secure NSW as a global destination for clinical trials

A monthly Think Tank series led by Prof Meg Jardine, Director, NHMRC Clinical Trial Centre has been arranged with Sydney Research, Dr Teresa Anderson AM, Dr Antonio Penna, Executive Director, OHMR, Prof Robyn Ward, Executive Dean and Pro-Vice Chancellor (Medicine and Health), University of Sydney, and Prof Don Nutbeam, Executive Director, Sydney Health Partners. The most recent meeting was held on Tuesday 28 July 2021, where it was agreed that a proposal outlining an initial strategy for the Alliance would be developed to seek the support of the NSW Health Secretary and University of Sydney.

## **Sydney Biomedical Accelerator Complex**

Sydney Research continues to lead the planning for the Sydney Biomedical Accelerator (SBA) Complex, a new world-class biomedical innovation precinct to be located within the RPA and University of Sydney campuses. Dr Teresa Anderson AM and Adj A/Prof Vicki Taylor are the SLHD Executive Leads on this project. A meeting between the NSW Health Secretary and the SBA Executive Oversight Committee has been scheduled for Monday 2 August 2021, which will involve Executive representatives from all five organisations to discuss next steps in progressing planning and strengthening the case for the SBA.

## **Patient Family Centred Care Research Working Group**

Sydney Local Health District Patient and Family Centred Care (PFCC) Committee structure has been updated to reflect the NSW Ministry of Health's 'Elevating the Human Experience' action plan. The existing eight PFCC Working Groups have been consolidated into an 'Our People' Working Group and 'Our Patients' Working Group. As part of this restructure, the existing PFCC Research Working Group will no longer exist and the valued and important work we have been undertaking, focussing on the meaningful involvement of consumers in the design and conduct of research will be incorporated into the new 'Our Patients' Working Group strategy. These initiatives will also be supported by a new District-wide Research Consumer Reference Group, which will be established in the coming months.



Adj A/Prof Vicki Taylor and Dr Alan McPhail, as Co-Chairs of the PFCC Research Working Group, notified the Working Group members of these changes on Tuesday 22 June 2021, and thanked them for their involvement on the PFCC Research Working Group, and contributions to its achievements including the 'Engaging consumers in health research' article and in establishing the six core initiatives to address the barriers to consumer involvement in research.

Under the new structure, Adj A/Prof Vicki Taylor will be the co-Chair of the PFCC Our People Working Group alongside Gina Finocchiaro, SLHD Director of Workforce and Corporate Operations, a member of the PFCC Our Patients Working Group, and a member of the PFCC Steering Committee. A meeting between Adj A/Prof Vicki Taylor and Gina Finocchiaro has been scheduled for Tuesday 3 August 2021 to confirm the objectives and membership of the PFCC Our People Working Group.

## **MTPConnect**

Prof Michael Fulham, Clinical Director of Medical Imaging, SLHD has been invited to discuss the recent opening and significance of Australia's first total body PET-CT scanner at Royal Prince Alfred Hospital for the podcast of MTPConnect, an Australian Government Industry Growth Centre. The popular MTPConnect podcast showcases prominent individuals, initiatives and issues shaping the medical technology, biotechnology and pharmaceuticals (MTP) section across Australia and internationally. Sydney Research is coordinating the participation of Prof Fulham in the podcast, and will provide an update in the near future.

## **Sydney Health Partners**

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

### **SHP Implementation Strategy**

- SHP are undergoing a restructure to streamline the existing clinical streams and themes into clinical academic groups. The process and expression of interest to establish a clinical academic group is still being finalised, with an announcement expected later this year.
- Adj A/Prof Fairbrother has been leading the coordination of a Consumer Advisory group to support the collaborative cellulitis project. The Reference Group, consisting of patients and carers with experience of lower limb cellulitis, will assist in the evaluation of the new allied-health led model of care for cellulitis and in developing educational materials to support its implementation. The Advisory Group will involve eight (8) consumers across SLHD, NSLHD and WSLHD, and will aim to build knowledge of the patient experience and need in relation to cellulitis prevention service delivery.

### **Encouraging More Clinical Trials in Australia**

- The SHP Clinical Trials Advisory Panel (CTAP) has been established to progress this Sydney Health Partners initiative, in collaboration with the NHMRC Clinical Trials Centre and the NSW OHMR.
- SLHD is a key contributor to this initiative with both Sydney Research and SLHD Research represented on the Advisory Panel.
- The Panel met on 5 July 2021 and an update was provided on the following initiatives led by SHP and the Panel
  - **SHP Clinical Trials Pilot** – Centralised Recruitment Project (CTP-CRP)' to establish and evaluate the implementation of a Centralised Recruitment Service pilot at Royal North Shore Hospital. The Clinical Trials Recruitment Officer position to support this initiative was advertised and a successful candidate commenced in the role on 15 June

2021. The project will collect metrics around recruitment, and it is expected the project will help inform different strategies for improving recruitment outcomes.
- **Development of HREC Training Module** – A collaboration agreement between PRAXIS, SPHERE and SHP has been developed to develop a simple introductory training module for new HREC members and Governance Officers. An initial pilot of the training module is expected to occur later this year, with Prof David Cook, SLHD Clinical Trials Development, Support and Governance Lead participating in this pilot program representing SLHD.
  - **Electronic Trial Management System** – In collaboration with the Clinical Trial Support Office at the University of Sydney, a resource has been developed and implemented in June 2021 to allow researchers to move to an Electronic Trial Management System for document storage throughout the clinical trial life cycle. Supporting guidelines have also been developed and a training presentation will be released in August 2021 to support research staff in the implementation of this resource.
  - **National Clinical Trials Governance Framework** – Prof Warwick Britton provided an overview of the RPA pilot for the National Clinical Trial Governance Framework to the panel and highlighted key lessons learned that are applicable for other organisations soon to undergo the accreditation process.
  - **Future Projects** – The Panel briefly discussed and brainstormed ideas for future projects/ initiatives that could be progressed under the Clinical Trials Advisory Panel. Once agreed, these projects will be pitched to the NSW OHMR as part of the final report due in August 2021.

## **SHP Research Translation Fellowship Program**

- Using the remaining allocated funds from the MRFF Rapid Accelerated Research Translation scheme and with the support of the SHP Board involving Dr Teresa Anderson AM and Adj A/Prof Vicki Taylor, SHP have developed the Research Translation Fellowship program to provide protected time for clinicians, health professionals and researchers to upskill in research translation methods and implement health care projects.
- As part of the program, fellows will be completing a research translation project and while doing so, will be provided with a salary stipend (0.4-0.5FTE) and support for learning and professional development.
- An online information session on the program will be held on Wednesday 4 August 2021, with applications for this program due COB Friday 30 August 2021.
- The Sydney Research team will be supporting the submission of applications by SLHD staff to this scheme.

## **Sydney Research Council**

The Sydney Research Council met virtually on 27 July 2021. Prof Ben Eggleton, Director, Sydney Nano Institute provided an introductory overview of the objectives, strategy and multidisciplinary initiatives under the University of Sydney's Nano Institute and the NanoHealth Network. The Institute is taking the field of nanoscience and nanotechnology to new levels with combined expertise and capabilities across the university and its partners. A second presentation was provided by Prof Jennifer Byrne, who re-introduced the concept of biobanking, its value and the role and uniqueness of the NSW Health State-wide Biobank. Both presentations were well received by the Council and demonstrates the capability, capacity and collaboration opportunities that exist across the Camperdown Health, Education and Research Precinct (CHERP) and the strong and continually evolving Sydney Research partnership.

## Other Activities

In addition to the above, Sydney Research have participated or continue to support the following key activities in SLHD and with interagency partners:

- Join Us Partnership Meeting between SLHD and the George Institute and subsequent joining/ signing of a partnership agreement
- Biodesign 2022/ Ab Initio Planning Update
- Health Precincts Strategy Discussion with NSW Health Infrastructure
- BCAL Diagnostics ASX Launch
- Australian Department of Health MRFF Webinar
- Business Sydney First's Member briefing with Dr Kerry Chant and Michael Pratt AM
- ANZAC Institute SLHD Transition Planning Meetings
- Coordinated a meeting with the Greater Sydney Commission, University of Sydney and appropriate SLHD representatives to develop and refine communications for Tech Central and CHERP

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 898 subscribers
- The PFCC Research Working Group bi-monthly newsletter, 'Consumers in Research', has an audience of 162 subscribers.
- @SydneyResearch currently has 1,111 followers on Twitter

## COVID-19 UPDATE

The District continues to perform well in relation to our staff vaccination program, with 95% of Phase1a staff and 77% of the District's total staff having received their first COVID vaccination. A small number of staff have declined to be vaccinated, due to reasons such as pregnancy or attempting to become pregnant. All staff that have decline to receive the vaccination have been moved to low risk areas.

## Facilities

- Maintained Contact Tracing capability through the SLHD Public Health Unit for locally acquired cases. Expanded ICU capacity at RPA, Concord and Canterbury Hospitals in the event of surge in demand due to an outbreak.
- Maintained Renal Dialysis surge capacity to match projected need in the event of an outbreak developed.
- Continued Staff and Visitor Screening Stations to check all people entering the health facilities established at all sites.
- Continued the roll out of the staff and visitor screening app to allow registration of all people entering our facilities in accordance with the current COVID-19 MoH guidelines.
- Continued community based COVID-19 Screening Clinics established at Rozelle, Redfern, Summer Hill, Olympic Park, Eddy Avenue, Roselands, in addition to pop up clinics for outbreak surveillance (e.g. Marriott Hotel) currently seeing between 1,000 - 3,000 people per day.
- Continued facility based COVID-19 Screening Clinics established at RPA, Concord and Canterbury Hospitals capable of seeing between 300-1200 people per day.
- Continued COVID-19 Screening Clinic processes and testing of these in areas of special need such as social housing areas like Waterloo, Riverland etc.
- Continued to ensure COVID-19 Clinic surge capacity

## Special Health Accommodation

- Continued to provide Special Health Accommodation for incoming international passengers under the Public Health Orders who are symptomatic on arrival or become symptomatic during quarantine in a NSW Police managed hotel.
- Continued to provide accommodation for community transmission cases who are unable to safely self-isolate in the home environment.
- Continued to provide accommodation for passengers requiring quarantine in accordance Public Health Orders requiring additional care that is not available within the NSW Police managed quarantine hotels provided whilst order in force.
- At the end of July 2021, the SHA had 905 patients of which 646 and 646 positive cases.

## Airport

- Continued the SLHD COVID-19 Testing team to support the SESLHD Screening Team at the international airport terminal.
- Continued the COVID-19 Screening, Testing team and Health Border Control team at the Domestic Airport (T2 & T3) to screen and validate permits for all passengers alighting from flights originating from other states in response to outbreaks.
- Continued the NSW Health Testing Program for Airport Workers at Sydney International Airport (Saliva Testing) and Daily testing.

## Tiger Team and Flying Squad

- Continued the use of the Special Flying Squad Teams to support community testing, Special Health Accommodation and other sites and support to facilities and services in COVID-19 operations.
- Continued the use of the special purpose vehicle to run mobile COVID-19 Testing Clinics.
- Tiger teams remain available to support staff if required
- Continuation of Fit Testing for staff
- Commencement of Fit Testing for staff from high risk areas, note this is on top of existing Fit Checking that currently occurs.

## SLHD Public Health Unit

- Continued the expansion of Environmental Health Officer inspections of food outlets and commercial businesses with SLHD to ensure they have and comply with appropriate COVID-19 Safety Plans.
- Continued inspections by Environmental Health Officer inspections of commercial businesses within the quarantine hotels to ensure they have and comply with appropriate COVID-19 Safety Plans.
- Enhanced Environmental Health Officer inspections of food outlets with SLHD to ensure they have and comply with appropriate COVID-19 Safety Plans.
- 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.
- Assistance provided to NSW Health in providing Special Health Accommodation for incoming international passengers under the Public Health Order requiring medical supervision.

## **Strategic Communications and Relations**

- Continued to undertake extensive work with our Diversity Hub to increase knowledge and testing for COVID-19 within the various diverse communities within SLHD.

## **SLHD COVID-19 Support Centre**

- Establishment of the SLHD COVID-19 Support Centre to answer enquiries regarding from people seeking assistance with general COVID-19 enquiries.
- Enhancement of the SLHD COVID-19 Support Centre to assist with enquiries regarding NSW Health Testing Program (Saliva Testing).
- Enhancement of the SLHD COVID-19 Support Centre to provide assistance to GPs with results from patients undertaking COVID-19 testing.
- Provision of assistance with members of the general public who have difficulty booking into either the NSW Health Vaccination Centre of the RPA Vaccination Centre or require to change their appointment date due to illness, self-isolation or other factors.

## **Quarantine Facility Surveillance Testing Program**

- Coordination of and support for the NSW Health Testing Program (Saliva Testing) for Quarantine Facilities (NSW Police managed quarantine hotels).
- Continued management of the SLHD COVID-19 Support Centre to provide phone support to people required to undertake saliva testing as part of the NSW Health Testing Program.
- Continued management of NSW Health Testing Program for quarantine and border workers at Sydney Airport.
- Continued to work with HCA to manage NSW Health (Saliva) Testing Program at Quarantine Facilities. This requires workers in quarantine facilities to participate in daily saliva swabbing for COVID-19.
- Established the Surveillance Testing Program at Sydney International Airport for all border workers.

## **COVID-19 Vaccination Hub and Vaccination Clinic**

- Sydney LHD was tasked to plan, create and establish a COVID-19 Vaccination Hub and a COVID-19 Vaccination Clinic capable of seeing up to 1000 people per day. The District worked closely with SHEOC, eHealth and the other LHDs in preparation for the program including the development of IT solutions to facilitate workflows and data capture.
- Continued management of major Vaccination Clinic supported by RPA Hospital in the University of Sydney Mallett Street Building delivering up to 10,000 Pfizer vaccinations per week to Phase 1a and Phase 1b workers and General Population aged 40-49yrs.
- Continued management of Vaccination Clinic at Sydney Airport delivering up to 350 Pfizer vaccinations per day to Phase 1a and Phase 1B Border Workers.
- Continued management of the NSW Health Mass Vaccination Centre at 1 Figtree Drive originally enabled to administer 30,000 Pfizer vaccinations per week, soon moving to the ability to provide 36,000 Pfizer and 5,000 Astra Zeneca per week.
- Continued management of Flying Squad model to provide COVID-19 vaccinations to Residential Aged Care Facilities (RACF), Seaports, Disability Group Homes and other areas, in addition to in-reach to selected speciality clinics at RPA and Concord Hospital.
- Continued management of Vaccination related Health Information issues including error reports, data integrity checks, reviewing automatic extracts Medicare Australia via the Australian Immunisation Register (AIR).
- Continued management and monitoring of Policed Managed Quarantine Hotels, Airport and Special Health Accommodation vaccination compliance.



- Continued management of Flying Squad model to provide COVID-19 vaccinations to RACF, Ports, Disability Homes and other areas, in addition to in-reach to selected speciality clinics at RPA and Concord Hospital. Prioritising Teachers who work in the affected LGAs
- Prioritising access to vaccinations for 5000 Supermarket staff who work in the affected LGAs. Over 2700 have booked in for Pfizer and 25 have booked in for Astra Zeneca. The offer has been extended to all eight affected LGAs.
- Pop up clinics at the Exodus Foundation and Ella Centre
- Commenced our community vaccination clinics starting with the Lebanese Muslim Association in Lakemba. In the first three days the clinic administered over 180 Astra Zeneca and 480 Pfizer doses. The clinic focuses on local frontline workers, including supermarket workers, butcher, bakers and green grocers. The District's Diversity Hub led a team who were on Haldon St and in Belmore this week to make appointments for the shop keepers and their staff to ensure they have rapid access to the vaccines at this time, so the local community has food security. This was a great partnership with the LMA and the Local General Practitioners who have been integral in building trust and making the community feel comfortable.
- The District is planning more of these clinics across a range of high priority local sites over the next few weeks. Commencing with Campsie Community Health Centre over the weekend and other sites including The Acre Club at Greenacre, Parry Park, Riverwood, Redfern, Waterloo and Glebe.
- Priority communities REDFERN, BURWOOD, RIVERWOOD, NEWTOWN and WATERLOO

## **LHD and MoH initiatives and support**

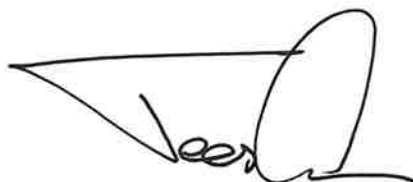
- Continuing to provide support to the MOH by seconding staff to work in the State Health Emergency Operations Centre (SHEOC).
- Central coordination of COVID-19 activities through the SLHD Operations Centre, central coordination of supply and ordering of PPE, equipment and other issues.
- Continued planning, preparedness and response work with RACFs within SLHD to prepare these facilities in the event of a COVID-19 outbreak.
- Continued planning, preparedness and response work with disability group homes within SLHD to prepare these group homes in the event of a COVID-19 case being detected within or near these group homes.
- Continuing a research study to compare the viability of different types of samples as a testing medium/collection modes to test for COVID-19 (Saliva, Sub-lingual, Throat and Nose). SLHD oversees the saliva testing program of all quarantine and border workers in partnership with the SHEOC.
- Expanded the SLHD EOC to cover Vaccination Roll out.
- Establishment of major Vaccination Clinic supported by RPA Hospital in the University of Sydney Mallett Street Building delivering vaccination to Phase 1a and Phase 1b workers.
- Established Vaccination Clinic at Sydney Airport delivering vaccination to Phase 1a and Phase 1B Border Workers.

## **Interagency**

- Continued regular meetings with Emergency Management representatives from LGAs (City of Sydney, Inner West, Burwood, Strathfield, Canada Bay and Canterbury Bankstown Councils).
- Continued working with the PHEOC/PHRB on the framework to deal with an outbreak within a social housing complex.
- Continued to work with the PHEOC in developing forward planning for marine vessel arrivals (White Bay Cruise Terminal).

- Continued chairing of the Interagency Governance Committee to support the quarantine program
- Continued regular meetings with the SHEOC on Airport and Quarantine Program

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



Dr Teresa Anderson AM  
**Chief Executive**  
Date: 16-8-21