

## Sydney Local Health District

### Meeting One Hundred and Thirty Four of the Board

Date: Monday 19 June 2023  
Time: 9.30am – 11.30am  
Venue: Teams / CE Office  
Chair: The Hon, John Ajaka, Chair

#### 1. Present and apologies

The Hon, John Ajaka, Chair  
Ms Ronwyn North, Member  
Dr Paul Hosie, Member  
Adj/Professor Karen Crawshaw PSM, Member  
Mr Rob Furolo, Member  
Dr Mary Haines, Member  
Ms Kerry-Anne Hartman, Member  
Mr Richard Acheson, Member  
Dr John Sammut, Member  
Dr Teresa Anderson, AM, Chief Executive

#### Apologies

Mr Raymond Dib, Member  
Mr John McGee, Member  
Ms LaVerne Belleair, Member  
Dr Alicja Smiech, Chair, Medical Staff Executive Council

#### In attendance

Ms Nerida Bransby, Secretariat

#### 2. Welcome and introductions

The Chair acknowledged the traditional owners of the land.

The Chair welcomed members and guests to meeting one hundred and thirty four 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/removed in the Register at this meeting.

# Minutes

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## 4. Confirmation of previous minutes

### 4.1 Minutes of the previous meeting held 15 May 2023

The minutes of the meeting held on 15 May 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

### 4.2 CE Report – May 2023

The Chair declared that the CE Report for May 2023 was ready for publication.

## 5. Matters arising from the previous minutes

### 5.1 Action sheet

The Board received, read and noted the items on the action sheet including:

- All complaints data is now included in the quarterly Clinical Governance and Risk report. This agenda item can be removed from the action sheet.
- Documents from the Callan Park Planning meeting will be provided to the Board.
- The link to the COVID response review has been provided to the Board. This agenda item can be removed from the action sheet.

## 6. Patient Story

The Chief Executive provided a verbal report about a patient which demonstrates equity of access to care, respect for the patient and team effort from the staff. The Board agreed to share this patient story with the Secretary.

## 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 2023

The Board received and noted the Board Calendar for 2023.

## 8. Chair's Report

The Chair provided a verbal report including:

- Appointing a new Board Member is ongoing
- Paperwork for the reappointments of Mr Ajaka and Mr McGee has been submitted and are awaiting an outcome.

## 9. Chief Executive's report

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

- On-going management of COVID-19.
- According to the Ministry of Health Framework, the District remains at performance level zero, which is the highest level achievable.
- There is a rolling improvement in relation to the HACs.
- A brief on revenue loss due to the collaborative care arrangements will be provided to the FRAPM and the Board.
- Overseas recruitment is progressing and the District should have 115 nurses by September 2023. This will assist to improve the use of overtime.
- The District received a one off budget supplementation of \$20.2M for highly specialised services. Forecast for the end of the financial year is \$15M unfavourable.
- In the new financial year the CE Report will include information on Work Health and Safety as part of the Enforceable Undertaking. There has been a decrease in Code Blacks and escalations since the introduction of the Behavioural Escalation and Support Team (BEST). The BEST team will be rolled out to all of RPAH and then to other hospitals in the District.
- All planning is progressing well.
- Sydney Research is progressing well.

### 9.1 Finance and Performance Reports

#### 9.1.1 SLHD Board reporting pack – April 2023

The Board received, read and noted the SLHD Board Reporting Pack for April 2023.

#### 9.1.2 Selected Performance Indicators – April 2023

The Board received, read and noted this report.

#### 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 the report for the period January to March 2023 was not available.

#### 9.1.5 HAC Committee Report

The Board received, read and noted this report.

## 9.1.6 Aboriginal Workforce Report (six monthly)

The Board received, read and noted this report.

## 9.2 Project updates

### 9.2.1 Lifehouse

The Board noted there was no further updates in the Chief Executive's Report.

### 9.2.2 Macquarie International Private Hospital

The Board noted there was no further updates in the Chief Executive's Report.

## 9.3 Capital Works Report

The Board received, read and read the Capital Works report. The Chief Executive provided a verbal report on a workshop for the District to manage all capital works projects under \$20M to free up HI for bigger projects.

## 9.4 Clinical Governance and Risk Reports

### (i) Quarterly Report

The Board received, read and noted the quarterly report for the period January – March 2023.

### (ii) Infection Prevention and Control

The Board received, read and noted this report.

### (iii) SLHD Risk Register

The Board received, read and noted this report.

### (iv) Disaster Management Board Report April - June 2023 (Quarterly)

The Board noted this report is due in July 2023.

The Chief Executive advised the Board of two staff members who were awarded an OAM in the General Division in the King's Birthday Honours List. The Board agreed a letter of congratulations is to be sent.

## 9.5 Audit and Risk Committee Report (period 14 March 2023 to 26 June 2023)

The Board noted this report is due in July 2023.

## 9.6 Facility Reports – April 2023

### (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. The Pitch held at Canterbury Hospital in the new Education Centre for the Community was a huge success.

### (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. The Board discussed:

- High number of mental health patients is at capacity
- Increase in staffing for the mental health service
- Callan Pak planning is crucial to meet the needs of the District.
- Interviews for the Clinical Director position will be held next week.

### (vii) Oral Health Services and Sydney Dental Hospital

The Board received, read and noted the Oral Health Services and Sydney Dental Hospital facility report. The Chief Executive provided a verbal update on the building fire in Surry Hills, 150 metres from the Dental Hospital. The staff were brilliant in evacuating safely and their communications with the first responders. They relocated to Sydney Olympic Park to debrief and until the building was deemed safe to re-enter. Feedback from NSW Fire and Rescue and the Police on the management has of this incident has been very positive. A letter is to be written to the Sydney Dental Hospital.

### (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, in particular the service is attracting international visitors to look at the model.

(xi) Tresillian

The Board received, read and noted the Tresillian report.

(xii) Lifehouse

The Board received, read and noted the Lifehouse report. The Service will undertake a short notice accreditation in July 2023. The District and COBL will put out a joint info sheet.

(xiii) Public Health Unit

The Board received and read this report.

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

The Board received, read and noted this report.

(xv) Canterbury / Croydon / Marrickville / Redfern Community Health Centres and RPA HealthOne GreenSquare

The Board received, read and noted this report. The Board discussed the outage of the lifts at Croydon and noted that these are still under contract.

At 10.30am, the Board had a short 5 minute break.

## 10. Matters for approval / resolution

### 10.1 SLHD Model By-Laws

The Board received, read and noted the SLHD Model By-Laws. The Board endorsed these By-Laws noting that compliance is distinct in the yearly Corporate Attestation Statements and the supporting evidence documents.

### 10.2 Sydney Education Strategic Plan 2023 – 2028

The Board received and read this plan. The Board endorsed this plan noting it is fit for purpose and easy to read.

## 11. Board Committee reports / minutes

### 11.1 Finance, Risk and Performance Management Committee

The Board received, read and noted the minutes of the meeting held on 8 May 2023.

The interim budget for 2023-2024 has not yet been received. The full budget should be received in September – October and will replace the interim budget.

## 11.2 Education and Research Committee

The Board received, read and noted the minutes of the meeting held on 15 May 2023. Mr Richard Acheson offered to be the second Board Member to sit on this Committee. The Board thanked Mr Acheson for filling this vacancy on this Committee.

## 11.3 Strategic Communication and Partnerships Committee

### (i) Minutes of Meeting

The Board received, read and noted the minutes of the meeting held on 6 June 2023.

### (ii) Bi-Monthly Report

The Board received, read and noted this report.

## 11.4 Audit and Risk Committee

The Board noted the next meeting is to be held on 6 July 2023.

## 11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 24 May 2023.

## 11.6 Health Care – Clinical Council

The Board received, read and noted the minutes of the meeting held on 24 May 2023.

## 11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 4 August 2023.

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

The Board noted the meeting was held on 7 June 2023.

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

The Board received, read and noted the minutes of the meeting held on 30 May 2023.

## 12. Other Committee reports / minutes

### 12.1 Sustainability Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 16 May 2023.



## 12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 10 May 2023.

## 12.3 Finance Leaders Forum

The Board received, read and noted the minutes of the meeting held on 17 May 2023.

## 12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the meeting was held on 2 June 2023.

## 12.5 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 23 May 2023.

## 12.6 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted minutes of the meeting held on 9 May 2023.

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

The Board noted the next meeting is to be held on 20 June 2023.

## 12.8 Concord Forensic Mental Health Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 19 April 2023.

## 12.9 RPAH Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 19 April 2023.

## 12.10 Security and Violence Prevention Committee

The Board received, read and noted the minutes of the meeting held on 9 May 2023.

## 12.11 Contracts Implementation Committee

The Board noted the next meeting will be held on 19 June 2023.

## 12.12 Enforceable Undertaking

The Board received, read and noted the minutes of the meeting held on 11 May 2023.  
There has been no negative feedback from SafeWork.

## 13. Matters for noting

Nil to report



# Minutes

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## 14. Other Business

### 14.1 AGM

The AGM will be held on Thursday 30 November 2023.

### 14.2 MoH / Board Conference

There is no set date as yet for the MoH / Board Conference.

### 14.3 Innovation Week

The Chief Executive reminded the Board about Innovation Week and provided a brief rundown of the upcoming events.

## 15. Next Meeting

The next meeting will be held on Monday 17 July 2023 at 9.00am

The meeting closed at 11.05am

  
Chair

17-7-23  
Date

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## Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board June 2023

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### **COVID-19 UPDATE**

#### **Sydney Local Health District**

All screening has returned to passive mode, with community members requested to obtain RAT kits from local pharmacies and to seek advice from their local General Practitioners where required.

Masks are available at the entrance to all clinical areas for visitors, staff and patients to wear.

#### **Vaccination**

COVID-19 vaccinations are being built into the eMeds systems to allow administration for inpatients, outpatients, and staff at a facility level.

#### **Vaccine (Monkey Pox)**

Members of the public who require or request mPOX vaccination are being managed by the SLHD Sexual Health Unit.

#### **Japanese Encephalitis Vaccination SLHD**

Our involvement with the JE Vaccination program has concluded.

#### **2023 RAS Royal Easter Show**

SLHD had a very interactive information stall at the 2023 Royal Easter Show.

#### **Flying Squad**

- Current planning is underway to close the Flying Squad and return staff to direct clinical working areas by the end of April 2023.
- Current work undertaken by the Flying Squad will be reverted to BAU for operational teams.

### **PERFORMANCE**

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

#### **Safety and Quality**

SLHD continues to maintain the quality and safety of our services despite the ongoing demands placed on staff due to the COVID-19 response. Work continues to return services and activity across the District to pre-COVID-19 levels; ensuring safety and quality for staff and patients is at the forefront of this transition.

During the month of April 2023, 77.8% of all Serious Adverse Events were reviewed within 60 days, which is above the State average of 66.0% for the month. YTD April 2023, 89.1% of all Serious Adverse Events were reviewed within 60 days, which is above the State average of 63%

Mental Health services continue to be under significant pressure with increased activity and challenges associated with managing complex behaviourally disturbed patients on a COVID-19 pathway. It is pleasing that there was an overall decrease in the number of Mental Health Readmissions within 28 days for YTD February 2023 to 13.5% compared to the same time last year (14.4%). The General Manager and Clinical Director of Mental Health continue to focus on strategies to improve performance.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation, reporting 4.9% YTD April 2023, which is lower than the State average of 5.5%. Unplanned Emergency Representations (same ED within 48 hours) were 4.4% for the month of April 2023, and 4.3% YTD April 2023, which is below the State averages of 4.7% and 4.8% respectively.

The District is above the target (1.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI), with 2 per 10,000 bed days for the month of March 2023. There was 1 Central Line Associated Bloodstream (CLAB) infection reported in March 2023. The District remains vigilant with ongoing education and training in Infection Prevention and Control (IPC) strategies and CLAB awareness discussions at ICU morbidity and mortality meetings are continuing.

IPC facilitators continue to be deployed to high-risk clinical streams across the District. The Infection Prevention Taskforce has continued to meet, leveraging learnings during COVID-19. The District aims to have no Hospital Acquired Infection by 2025.

The District's HAC performance overall deteriorated due to the impact of the COVID-19 outbreak; however, is starting to recover. The District continues to perform well in relation to 10 of the 14 Hospital Acquired Complications (HACs). Although the District is not performing in relation to Fall Related Injuries in Hospital, Hospital Acquired Venous Thromboembolism, Hospital Acquired Endocrine Complications and 3rd or 4th Degree Perineal Lacerations, improvements are evident.

The rate of **Fall Related Injuries** in Hospital was 6.3 per 10,000 episodes, which is above the target of 5.7 for the 12-month rolling period of March 2022 – February 2023. The rate last month was 7.7. The instances of Fall Related Injuries decreased by 8 during the period, when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Venous Thromboembolism** (VTE) was 12.2 per 10,000 episodes, which is above the target of 11.0 for the 12 month rolling period of March 2022 – February 2023. The rate last month was 14. The instances of Hospital Acquired Venous Thromboembolism decreased by 3 during the period, when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Endocrine Complications** was 35.1 per 10,000 episodes, which is above the target of 29.7 for the 12 month rolling period of March 2022 – February 2023. The rate last month was 42. The instances of Hospital Acquired Endocrine Complications decreased by 43 during the period, when compared to the previous 12 month rolling period.

The rate of **3<sup>rd</sup> or 4<sup>th</sup> Degree Perineal Lacerations** was 414.0 per 10,000 episodes, which is above the target of 384.1 for the 12 month rolling period of March 2022 – February 2023. The rate last month was 395. The instances of 3<sup>rd</sup> or 4<sup>th</sup> Degree Perineal Lacerations reduced by 15 during the period, when compared to the previous 12 month rolling period.

The District has remained focused on improving its performance in relation to all HACs, with facilities/services providing monthly updates to their HAC Action Plans. The SLHD HAC Steering Committee continues to meet with the District HAC Operational Coordinators and Clinical Leads for each of the HACs supporting facilities and services in the development of strategies to reduce HACs District wide. "Deep Dives" into strategies for specific HACs are provided to the District Clinical Quality Council.

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, including the response to COVID-19. In April 2023, with ongoing furloughed staff, premium staff usage increased by 0.42 for Medical staff, increased by 0.22 for Allied Health staff and decreased by 0.65 for Nursing staff, when compared to the same period last year.

The District has continued to focus on ensuring its hospitals are appropriately staffed to manage the activity associated with COVID-19 in our Emergency Departments, COVID-19 wards and Intensive Care Units that are continuing to occur, while recovering business as usual. There has been an ongoing focus on the workforce challenges in all facilities activity which has been required to manage COVID-19 outbreaks and community transmission. Staff within the SLHD Vaccination program have been actively deployed within facilities to assist demand.

## Activity

Significant pressure continues to be placed on all District hospitals, due to a continued volume of COVID-19 positive and precautionary patients, alongside the return of pre-COVID-19 activity levels of planned surgery and outpatient activity. The hospitals continue to work towards reducing the volume of deferred care in relation to planned surgery and outpatient clinics across the District; however, the ongoing impact of COVID-19 cases and COVID-19 precautionary cases presenting to hospitals remains a challenge.

There has been an increase of 4.67% in the number of separations (12,706) for the month of April 2023, when compared to the same period last year (12,139). YTD April separations have increased by 11.80% when compared to the same period last year. In April 2023, the District's occupancy rate increased by 2.27% to 87.60% when compared to the 85.33% reported in April 2022, which highlights the return of pre-COVID-19 activity levels.

There were 14,614 attendances to the District's Emergency Departments in April 2023, which is a 3.30% decrease from 15,112 in April 2022. YTD April Emergency Department attendances have increased by 10.10% to 147,766 when compared to the same period last year (134,206). For the month of April 2023, case weighted attendances have increased by 0.32% when compared to the same period last year. There has been a significant increase in the acuity of patients presenting to the Emergency Department, with case weighted attendances having increased by **10.92%** from 165,844 in April 2021/22 YTD to 149,522 in April 2022/23 YTD.

It is important to note that all SLHD hospitals continue to have significant pressure placed on them due to the continued volume of COVID-19 positive and precautionary patients, alongside the return of pre-COVID-19 activity levels of elective and emergency surgery and the increased acuity of patients both medical and surgical.

YTD April 2022/23 separations have increased **11.80%** when compared to YTD April 2021/22. However, there has been a significant decrease in separations compared to April 2018/19 YTD from 142,066 to 131,850 in 2022/23 YTD. The largest decrease has been in unplanned separations from 71,822 in 2018/19 to 62,370 in 2022/23. This is due to the diversion of this work to other hospitals including private hospitals through collaborative care arrangements because of capacity issues in particular at RPA.

Despite the decrease in separations compared to April 2018/19, the occupied bed days have increased 3.8% (from 460,317 in April 2018/19 YTD to 478,168 in April 2022/23 YTD). This is equivalent to an



# Board Report



additional **59 beds** being used each day compared to April 2018/19 YTD. Length of stay has increased due to the increase in acuity..

The volume of ECMO activity in ICU has doubled in MarYTD 2022/23 compared to same period 2018/19.

March YTD	Episodes	Total ECMO (Hrs)	Avg ECMO (Hrs)	Total ICU LOS (Hrs)	Avg ICU LOS (Hrs)	Total Cost
2018/19	19	2,556	134.53	6,178	325.16	\$2,053,390
2022/23	40	5,381	134.53	13,010	325.25	\$4,179,288
Variance	21	2,825	0.00	6,832	0.09	\$2,125,898
Variance %	111%	111%	0%	111%	0%	104%

April 2022/23 YTD, the District's occupancy rate increased by **5.51%** to **88.90%** when compared to the **83.38%** April 2021/22 YTD. The occupancy rate is also **2.2%** higher than the April 2018/19 YTD occupancy rate of 86.70%. This highlights the return of pre-COVID-19 activity levels and the acuity of patients.

Compounding this, SLHD facilities have been significantly challenged by the variability and fluctuating volume of COVID-19 patients. For example, on 6 February 2023, there were eight COVID-19 positive patients, and on 29 May 2023, there were 65 COVID-19 positive patients across the District's hospitals.

The District's lack of single rooms in its hospitals has led to inefficiencies in patient flow. Despite cohorting COVID-19 positive patients where appropriate, in order to reduce transmission, wards with two or four beds have not been able to be fully utilised when there are COVID patients. The District has also had to maintain COVID-19 wards so that all of its single rooms, particularly at RPA, are not utilised by COVID-19 patients but are available for complex surgeries where patients have other MRSA's. The variability and unpredictability of this activity results in changes required to flex up and down COVID-19 wards at short notice, moving patients and teams away from their home wards. This has decreased the overall efficiency of the hospitals and increased inpatient length of stay. The RPA COVID-19 ward is in the Private Postnatal ward which has significantly impacted on our private patient revenue. The obstetricians have taken these patients to private hospitals because of the lack of access. Work is continuing to improve efficiencies to enable these patients to return.

SLHD facilities have continued to have to close wards at short notice in order to restrict further COVID-19 outbreaks. As a result, the affected wards are closed to admissions for periods of time to stop the spread of COVID-19 within the hospital setting. These closures significantly impact patient flow and capacity challenges.

Changes in work practice to limit the risks associated with potential cross-contamination have led to the potential deconditioning of patients, therefore increasing rehabilitation times and length of stay. This can be attributed to the decreased number of staff on the wards, such as a lack of consistent Physiotherapy and other Allied Health.

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

Despite the impact of COVID-19, the District continues to work on its ETP performance. April has been a very challenging month for our hospitals. There was a 6.48% decrease in ETP during April 2023 to

54.04%, when compared to the same period last year. For the month of April 2023, 1,245 fewer patients were seen within target, compared to the same period last year. YTD April ETP also decreased by 4.47% to 58.25% when compared to the same period last year. However, YTD April, an additional 1,892 patients were seen within target, compared to the same period last year. The overall decrease in performance is due to the increased presentations across the District, as well as the ongoing impact for COVID-19 cases presenting and being admitted through emergency. Admitted ETP was below target (50%) for the month of April 2023 at 31.41%, which is a 0.54% decrease when compared to the same period in the previous year.

## Transfer of Care

The District performed below the target (90%) for transfer of care (TOC) in April 2023, with 88.44% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is a 3.99% increase when compared to the performance of 84.45% for the same period last year. TOC continues to be impacted by the increased presentations and significant number of patients on a COVID-19 pathway presenting to the emergency departments, which has significantly increased processing times due to PPE and Infection Prevention and Control measures required, including the use of single bay rooms. Continued monitoring of this is occurring, with TOC and ED performance discussed at the District's daily ETP meeting.

## ED Triage

The District achieved triage Categories 1, 4 and 5 targets for the month of April 2023. Triage Category 2 performance is below the target at 80.20% (target 95%) and is a decrease when compared to April 2022 by 7.44%. Triage Category 3 performance is below the target at 68.77% (target 85%) and a decrease of 11.11% compared to April 2022.

## Planned Surgery

There were 433 more planned surgeries performed in SLHD facilities in April 2023 when compared to the same period in the previous year, representing an increase of **27.34%** (excluding Collaborative Care surgery). In partnership with Collaborative Care arrangements, the District is working towards reducing the surgical backlog and increasing the capacity to complete deferred cases on the waiting list. Without the use of collaborative care, the District would not have been able to meet these competing demands and to recover our elective and emergency surgery capacity.

Prior to COVID-19 in 2020, SLHD had maintained its surgical performance at 0,0,0 for the previous 9 years. In December 2019, the District met its elective surgery targets for Cat 1,2,3 (0,0,0). The median waiting time for Cat A was 5 days, for Cat B it was 27 days and for Cat C it was 56 days.

Despite the challenges it has faced, SLHD is on track to achieve 0,0,0 by the end of June 2023. For the month of April 2023, 100% of Category 1, 92.72% of Category 2, and 92.66% of Category 3 elective surgery patients were admitted within the clinically appropriate timeframe for their surgery. YTD April surgical patients not ready for care increased by 8.21% (103) when compared to the same period last year.

To supplement operating capacities within Royal Prince Alfred Hospital, Concord Repatriation General Hospital and Canterbury Hospital, collaborative care arrangements are continuing to be utilised with private facilities. While continuing to be utilised to support overall capacity, the District is reducing utilisation of these arrangements as our hospitals return to business as usual.

## Collaborative Care Activity

# Board Report



Facility	Apr-23	Apr-22	%Variance Month	YTD	Prev YTD	%Variance YTD
Canterbury Hospital	0	56	-	328	696	-52.87%
Concord Hospital	16	100	-84.00%	816	1,611	-49.35%
IRO	0	10	-	2	154	-98.70%
RPAH	95	182	-47.80%	1,942	3,887	-50.04%
<b>Total</b>	<b>111</b>	<b>613</b>	<b>-81.89%</b>	<b>3,088</b>	<b>6,348</b>	<b>-51.35%</b>

## Emergency Surgery

There were 76 fewer emergency surgeries performed in the month of April 2023 when compared to the same month last year, representing a 6.56% decrease.

## Community Care and Hospital in the Home

The District has continued to manage its activity through the support of Sydney District Nursing, which manages over 1,000 patients per day in the community, who would otherwise be seen in Hospital. YTD April 2023 Hospital in the Home overnight separations increased by 25.71% when compared to the same period last year.

## NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

### NWAU Activity against Target

The District is under target for NWAU activity, with a -6.21% variance YTD March 2023, excluding Dental. The variation against target is however gradually decreasing compared to previous months.

Stream	Target	Actual	Variation	Variation %
Acute*	124,988	120,310	-4,677	-3.74%
ED	18,930	19,147	217	1.15%
NAP**	38,350	34,678	-3,672	-9.58%
SNAP	10,574	9,812	-762	-7.21%
MH Admit <sup>^</sup>	16,928	14,168	-2,760	-16.30%
MH NAP	8,033	6,156	-1,877	-23.37%
<b>Total</b>	<b>217,802</b>	<b>204,271</b>	<b>-13,531</b>	<b>-6.21%</b>
Dental DWAU	49,511	43,910	-5,601	-11.31%
Dental NWAU#	5,856	5,193	-662	-11.31%
<b>Total (NWAU)</b>	<b>223,658</b>	<b>209,464</b>	<b>-14,194</b>	<b>-6.35%</b>

\*22 uncoded episodes

\*\*Inclusive of COVID clinics and the Special Health Accommodation

<sup>^</sup> Mental Health Admitted - AMHCC is currently not included in NWAU 22 calculation #NWAU = 615/5200\*DWAU



## **REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE**

### **SLHD Revenue Committee**

#### **Private Health Insurance Usage**

For the month of April 2023, 16.40% (1,998 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 205 (11.43%) patients who elected to use their private insurance compared to the same period last year and a decrease of 245 (10.92%) in total separations from the previous month.

For the month ended April 2023, conversions for facilities as compared to the same period last year were:

- RPAH – an increase of 58 (6.37%) private patients.
- Concord – an increase of 154 (20.21%) private patients.
- Canterbury Hospital – a decrease of 8 (7.77%) private patients.
- IRO – a decrease from 13 to 8 private patients.
- Balmain Hospital – an increase of 6 (120%) private patients.

#### **Single Room Usage**

For the month of April 2023, 9.34% of patients were flagged as infection control across the District. For the month of April 2023, 20% of all available single rooms were occupied by private patients and 53% of all private patients were accommodated in single rooms.

#### **SLHD Strategic Revenue Network**

Key notes:

- SLHD Strategic Revenue Network meeting was held in April 2023. An update on the progress of the implementation of the PRNIP framework was provided. MoH representatives provided updates on state-wide initiatives, including the rollout of the new Revenue Portal for SLHD. Focus on reducing errors, reducing outstanding open edit checks, improving private patient conversion, and maximising clinician billing for inpatient services was outlined.
- 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 196 registered users and a total \$3.13M has been raised through the portal to date.

## **REDESIGN AND SERVICE IMPROVEMENT**

Next report is due July 2023.

### **HEALTHPATHWAYS**

Next report is due August 2023.

## **FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS**

### **General Fund (GF)**

The 2022/23 Service Level Agreement between the Board and Ministry of Health has key financial performance targets for Expense, Revenue and NCoS. The following analysis reflects the result for the period ended 30 April 2023 based on the District's budgeted NCoS.

For the period ended 30 April 2023, GF Expenditure was \$14.994M (0.8%) unfavourable to budget. The District received one-off budget supplementation (in April 2023) for the financial year amounting to

\$20.2M for Highly Specialised Services and costs associated with managing high patient acuity and demand of non-surgical and surgical patients. On instruction from MoH, the District has also included a one-off outstanding budget supplementation for Deferred Care for the year amounting to \$18.3M. Additionally, the District has received budget supplementation of \$1.7M for the Sydney Olympic Park lease.

The impact of COVID-19 has seen an increase in expenditure and a decrease in revenue for the District. The District's unfavourable result for YTD April 2023 was due to COVID-19 Incremental expense of \$5.5M awaiting budget supplementation for PCR testing, COVID-19 Vaccines and COVID-19 Mental Health Pathway. The YTD April 2023 unfavourability also comprises costs relating to Mpox vaccination (\$2.2M). Additionally, YTD unfavourability also includes the backfilling of staff on annual leave and sick leave and the absorption of COVID positions into BAU activities.

YTD April 2023 Expenditure decreased by \$181.038M (or 8.72%) compared to YTD April 2022, mainly as a result of reduction in certain COVID-19 Incremental strategies such as Special Health Accommodation and the Vaccination Program. The average monthly expense rate increased from \$160.292M (excluding LSL adjustment in June 2020) for 2019-20 Financial Year to \$188.249M (excluding LSL adjustment in June 2021) for the 2020-21 Financial Year to \$214.342M (excluding LSL adjustment in June 2022) for the 2021-22 Financial Year and decreased to \$189.582M YTD April 2023. Increase in FTE numbers and the impact of COVID-19 is contributing to these results.

GF Revenue (including Quarantine Hotel Passenger Fees and Doubtful Debts) was \$6.203M (4.13%) favourable to budget for the month of April 2023 and \$36.153M (1.87%) unfavourable to YTD April 2023 budget. The District continues to see unfavourable results in a number of Own Source Revenue categories including Patient Fees, Facility Fees, Car Parking Fees and Prosthesis income as a result of the impact of COVID-19. Excluding the impact of Quarantine Hotel Passenger Fees and COVID-19 Vaccine Grant revenue on Own Source Revenue and Doubtful Debts, the District is \$29.656M unfavourable to YTD April 2023 GF Revenue budget.

The District has received one-off OSR budget reduction of \$13.15M (in April 2023) for the financial year in recognition of the impacts of Medicare compliance, MBS changes, Prostheses List reforms and flow-on effects from decrease activity from the pandemic.

The NCoS for April 2023 was \$39.202M favourable to budget. For YTD April 2023, the District's NCoS was \$51.147M unfavourable to budget.

The table below shows the summary of the April 2023 Financial Performance:

# Board Report



	YTD Actual \$000	YTD Budget \$000	Variance (Actual vs Budget) \$000	
Expense	1,895,821	1,880,827	-14,994	Unfav
<b>GF Expense</b>	<b>1,895,821</b>	<b>1,880,827</b>	<b>-14,994</b>	<b>Unfav</b>
Own Source Revenue	-220,286	-243,931	-23,645	Unfav
Doubtful Debts (incl Quarantine Hotel Passenger Fees)	12,923	641	-12,281	Unfav
Loss on Sale of Asset / Other Gains Losses	227	0	-227	Unfav
<b>GF Revenue (including Doubtful Debts and Gains Losses)</b>	<b>-207,137</b>	<b>-243,290</b>	<b>-36,153</b>	<b>Unfav</b>
Quarantine Hotel Passenger Fees and COVID-19 Vaccine Grant revenue	234	0	-234	Unfav
Doubtful Debts (Quarantine Hotel Passenger Fees)	6,263	0	-6,263	Unfav
<b>GF Revenue (excluding the impact of Quarantine Hotel Passenger Fees and COVID Vaccine Grant revenue on Own Source Revenue and Doubtful Debts)</b>	<b>-213,634</b>	<b>-243,290</b>	<b>-29,656</b>	<b>Unfav</b>
<b>NCoS (including the impact of Quarantine Hotel Passenger Fees)</b>	<b>1,688,684</b>	<b>1,637,537</b>	<b>-51,147</b>	<b>Unfav</b>

Unfavourable to budget due to COVID-19 incremental and Mpox vaccination expenditure awaiting for budget supplementation; backfilling of staff on annual leave and sick leave; and the absorption of COVID positions into BAU activities.

Unfavourable to budget due to the impact of COVID-19 on OSR (including Patient Fees, Facility Fees and Prothesis incomes) and Doubtful Debts related to Quarantine Fees

Unfavourable to budget primarily due to the impact of COVID-19

The District, based on MoH requirement to show full year COVID-19 impact, projects the NCoS to be unfavourable for the 2022/23 financial year by \$54.5M relating to unfavourable results for:

- Expense (\$15M) related to the management of the COVID-19 strategies (COVID Mental Health Pathway, Staff screening, IntraHealth Pathology PCR tests excluding Swabbing Clinics); the increase in overtime as a result of backfilling of staff on annual leave and sick leave; and the absorption of COVID positions into BAU activities. In calculating the forecasted Expense unfavourability, the District has assumed that it will receive funding from MoH for the following: Mpox vaccinations and Outstanding COVID-19 incremental funding (Swabbing Clinic and COVID-19 Vaccines).
- Doubtful Debts (\$13.5M) and
- Own Source Revenue (\$26M) primarily due to the COVID-19 impact on our hospitals and elective surgery programs.

The Chief Executive and the Executive Director of Finance are reviewing the NCoS result (excluding the impact of COVID-19 and Doubtful Debt) for the 2022/23 financial year given 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 impact of the management of the COVID-19.

The major variances for the month were:

## Expenditure

- GF Total Expenditure for the month of April 2023 was \$32.999M (15.12%) favourable to budget. The result for the month was primarily attributable to favourable results for Employee Related Expenses (\$7.062M), Goods and Services Expenses (\$24.278M), VMOs (\$1.776M) and Grants (\$0.447M) offset by unfavourable results for RMR (\$0.562M).

- YTD April 2023, GF Total Expenditure was \$14.994M unfavourable to budget, primarily reflecting unfavourable results for Overtime (\$17.053M), Annual Leave Provision (\$15.393M), Superannuation (\$2.284M), RMR (\$2.498M) and VMO Payments (\$11.425M) offset by favourable results for Salaries & Wages (\$7.537M), Goods & Services (\$25.402M) and Grants (\$2.318M).

## Revenue

- GF Total Revenue for the month of April 2023 was \$6.203M (4.13%) favourable to budget, reflecting the favourable results from Patient Fees (\$8.025M), User charges (\$1.031M) offset by unfavourable variances in Grants and Contributions (\$0.503M), Other Sources of Revenue (\$2.151M) and Doubtful Debts (\$0.191M).
- YTD April 2023 GF Revenue was \$36.153M (1.87%) unfavourable to budget. This result reflects unfavourable variance in Facility Fees (\$2.966M), Prosthesis Income (\$0.647M), Car Park Fees (\$2.109M), Pharmacy Sales (\$0.183M), Patient Fees (\$2.259M), Doubtful Debts \$12.281M offset by favourable variances in Grants and Contributions (\$0.540M). The unfavourability in Patient Fees, Facility Fees, Prosthesis Income and Car Park Fees is predominantly due to the impact of COVID-19. Excluding the impact of Quarantine Hotel Passenger Fees and COVID-19 Vaccine Grant revenue on Own Source Revenue and Doubtful Debts, the District is \$29.656M unfavourable to YTD April 2023 GF Revenue budget primarily due to the impact of COVID-19.

## Special Purpose and Trust (SP&T)

SP&T NCoS was \$4.355M favourable to budget for the period of April 2023. This result reflects unfavourable budget variance for Expenditure (\$2.139M) and favourable for Revenue (\$6.494M).

## Consolidated Result

For the period ended 30 April 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$46.792M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$17.133M), Own Source Revenue (\$17.151M) and Doubtful Debts (\$12.281M).

## Financial Performance – Based on MOH Reporting Format

For the period ended 30 April 2023, SLHD recorded a Total Net Result of \$48.418M which was \$46.748M unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD April 2023 was \$34.180M unfavourable to budget, reflecting an unfavourable budget variance for Expenditure (\$17.106M) and Revenue (\$17.074M).

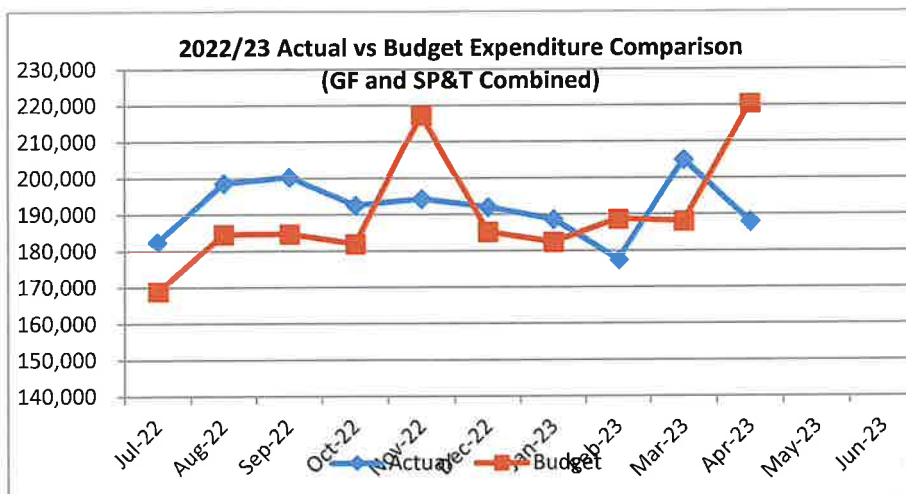
For the YTD April 2023, Total Direct Revenue was \$17.074M unfavourable to budget, comprising unfavourable variances for the General Fund (\$23.645M) and favourable variances for the SP&T Fund (\$6.571M). This result for the GF reflects unfavourable variances in Patient Fees, User Charges and Other Income offset by favourable variance in Grant Income.

Total Direct Expenditure for YTD April 2023 was \$17.106M unfavourable to budget, reflecting an unfavourable variance for General Fund (\$11.973M) and SP&T Fund (\$5.134M). The result for the General Fund reflects unfavourable variances in Direct Clinical Operating (\$1.830M), Supporting Services & Utilities (\$1.846M), On-costs (\$19.007M) and VMOs (\$11.425M) offset by favourable variances in Salaries & Wages (\$7.537M), Grants (\$2.574M) and G&S Corporate (\$29.078M).

## Monthly Budget Performance

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





## Liquidity

The cash balance at 30 April 2023 for the SLHD Operating bank account was \$11.327M and the Operating Cash book balance was \$9.639M.

## Capital Works – SMRS Projects

As at 30 April 2023 the District's Full Year Capital works budget relating to SMRS Projects is \$20.352M comprising \$6.485M of MoH funded and \$13.867M of locally funded projects.

Actual expenditure as at the end of April 23 was \$16.305M which was marginally on budget.

## Other Capital Projects

As at the end of April 2023, the District has expended nil amount on other projects.

## CAPITAL INFRASTRUCTURE & ENGINEERING SERVICES

### RPA

#### RPA Redevelopment

The focus and key activities undertaken in the previous reporting period included:

- Progression of the SSDA response to submissions, including and completion of agency meetings and draft documentation from the design team.
- Progression of ECI contractor detailed design meetings and schematic design reconciliation.
- Draft chapters for the final business case and associated deliverables undergoing internal review with INSW review targeting Q3 2023.
- Anatomical Pathology and Gloucester House Bridge early works construction is progressing.
- Design coordination sessions are continuing with USYD, St Johns College and SBA.
- Design briefing held with Arts facilitator with curatorium membership is underway.

#### Innovation Hub – Gloucester House Level 7

The capital works program for the Innovation Hub was successfully completed during this reporting period. The area has been commissioned and is ready for occupation.

## **Rapid Autopsy – shell space and lift**

Conventional formwork for the mortuary access level 2 is complete and concrete for the lift shaft and sheer wall has been poured. Formwork for the sheer wall and lift shaft is currently underway and edgeboard stripping to the level 2 slab is complete.

## **Medical Training and Assessment Unit (MTAU) – Building 89 Level 2**

The capital works program for the Medical Training and Assessment Unit has been completed. The area has been fully commissioned and handed over for occupation.

## **Concord**

### **Concord Multistorey Carpark**

Key milestones for this reporting period:

- Northern retaining wall is complete.
- Fill and grading of the on-grade site is complete. Placement of road base material has started.
- Pouring of the kerb, gutters and culverts is 75% complete.
- Continuation of services installation

### **CSSD Sterilising**

Over the course of this reporting period, staff training and orientation into the new sterilisers continued and preparation works for the Stage 1 dirty area commenced. Preliminary works for the fire-rated ceiling are underway and mechanical and electrical services rough-ins are complete.

### **Concord 5 East 1**

Main works have been completed on the refurbishment of Ward 5 East 1 which will be initially used as the surgical short stay unit. Commissioning will occur in May/June 2023.

## **Canterbury**

### **Education Modular Building**

Internal capital works for the new Education Centre at Canterbury Hospital were successfully completed in May 2023. Final finishes to civil works, including the construction of the new deck, hand-rails and landscaping, are underway. The project is progressing well and is on schedule for handover later this month.

### **RPA Health one at Green Square**

Commissioning of the facility was completed with the official opening of the Building to be held 31 May 2023. Feedback from staff and the community has been very positive.

## **PLANNING**

### **SLHD Strategic Plan 2024 2029**

- Staff consultations have taken place across the District, with 11 sessions hosted at SLHD facilities and online, with over 418 staff participating. An online survey and an email link to SLHD Planning have been distributed to all SLHD staff (closing date of 30 June 2023) to further support staff input.
- The draft strategic plan is currently being updated to include the contribution of SLHD staff. This updated version will be provided to various community groups for comment.
- A wide range of community consultations are being planned across the District from July to September 2023. These consultations include (but not limited to):
  - Aboriginal Community Consultation
  - Mental Health Community Consultation

- Multicultural Leaders Forum
- LGBTQIA+
- Youth and young people
- Community Forums in consultation with CESP
- In Language Consultations – Vietnamese, Chinese (Cantonese and Mandarin), Arabic and New and Emerging Communities.

## NSW Health Capital Investment Proposals

- A Capital Investment Proposal is being developed for each project to be submitted to the Ministry by 30 June 2023 for inclusion in the 2024 NSW Health Capital Investment Strategic Plan (CISP).
- The SLHD priority projects for the 2024 CISP include:
  - Concord Hospital Stage 2
  - RPA Stage 2
  - HealthOnes (Integrated Community Health Hubs) – sites at Canterbury, Waterloo, Riverwood and Concord/Homebush
  - Mental Health Community Residential Rehabilitation Services – sites at Canterbury, Rozelle and Redfern.
- The Board reviewed and approved the draft CIPs as an out-of-session item, and the documents are currently being finalised for submission.
- The Planning Unit is also supporting the development of the 2023 SLHD Asset Management Plan and the 2023 Strategic Asset Management Plan in collaboration with Capital Infrastructure and Engineering (CIE). These plans are due for submission to the Ministry by 30 June 2023.

## Canterbury Hospital Stage 1 Redevelopment – Service Scope

In response to the 2023 NSW Government election commitment for Canterbury Hospital, a service scope document is being developed. This will align the service priorities for the Canterbury Hospital redevelopment with the funding commitment. The scoping document for this Stage 1 of the Canterbury Hospital redevelopment will be provided to the Ministry to enable this project to progress as soon as funding is confirmed in the September NSW State Budget for 2023/24.

## Concord Repatriation General Hospital Stage 2 Planning

- The Concord Hospital Stage 2 Clinical Services Statement (CSS) was submitted to the Ministry of Health in December 2022. The Ministry has acknowledged receipt of the CSS but has yet to formally provide comment to the District.
- As part of the ongoing refinement of the CSS, the document has been recirculated to all Concord staff for further review. Additional commentary is currently being incorporated in the next version of the CSS that will be provided to the Ministry.

## NSW Health Review of the Guide to the Role Delineation of Clinical Services.

- The Planning Unit is coordinating the SLHD response to the NSW MoH staged review of the *NSW Health Guide to the Role Delineation of Clinical Services*. The Guide is a planning document that describes the minimum support services, workforce and other requirements for the safe delivery of clinical services for NSW public health facilities.
- The service standards for seven clinical specialties - Gynaecology, Orthopaedics, Urology, Ophthalmology, Neurosurgery, Plastic Surgery, Oral Health and Vascular Surgery have been circulated for review and comment to the relevant SLHD Heads of Department.



## Other Plans and projects

The Planning Unit is currently supporting the development of several other plans and projects across the District, including:

- Anaesthetics and Pain Clinical Stream Position Paper
- SLHD Public Health strategic priorities and planning
- SLHD Domestic Violence Action Plan
- Inner West Child Health Plan

## **SYDNEY RESEARCH**

### **Sydney Biomedical Accelerator**

This month, we celebrated a significant milestone for the Sydney Biomedical Accelerator (SBA) initiative with the launch of the SBA Innovation Hub located on Level 7 of Gloucester House on the Royal Prince Alfred Hospital campus. The Hub represents the first activation of the SBA and is a collaboration space that will bring together clinicians, academics, researchers, students and industry partners to generate ideas, new partnerships and accelerate innovation. A special launch event was held on 3 May 2023, that had approximately 50 attendees. The launch featured a welcome to country and smoking ceremony by Brendan Kerin from the Metropolitan Local Aboriginal Lands Council and speeches from the SLHD Board Chair, SLHD Chief Executive, USYD Chancellor, USYD Vice Chancellor, and Prof Christopher Semsarian. Prof Semsarian highlighted the significance of the SBA, noting its impact on research teams, innovative thinking, clinical excellence and the broader community. The event attendance included representatives from the SLHD Board and USYD Senate.

Sydney Research continues to lead and contribute to the planning, design and consultation process for the SBA. Round 8 of the Project User Groups and Working Groups will be conducted during the week of 1st May 2023, involving clinicians, researchers and technical staff from across SLHD, the University of Sydney (USyd) and the Centenary Institute. Following this round, these groups will develop a series of minimum requirement/data sheets to support the schematic design of specific area types/specialised spaces planned across and within the complex. The SBA Project team are developing the state significant development approval (SSDA) for the complex, which is planned to be submitted by August 2023.

The SBA Executive Steering Committee (ESC) will meet on 3 May 2023, where the project timeframe and options for critical design functions associated with Good Manufacturing Practice (GMP), biobanking, imaging and advanced manufacturing will be presented. This Committee will be the central oversight body for the SBA project, with Ms Di Leeson as the independent chair, and representatives from the NSW Ministry of Health, Sydney Local Health District, and the University of Sydney included in the membership. The following governance committees have also continued to meet and support design development and operational considerations for the complex:

- Joint Project Control Group
- SLHD Project Control Group (for Building B)
- USYD Project Control Group (for IWBB)
- Joint Operational Strategy Group
- Joint Executive User Group
- SBA Communications Working Group
- SBA Events and Engagement Working Group

### **Sydney Innovation Precinct for Health Education and Research**

The SIPfHER Precinct Council met on 6 April 2023. Members of the Committee provided updates on each of the founding organisations (SLHD, USYD and Centenary), which covered new appointments,

achievements, and major infrastructure initiatives (including the RPA redevelopment and the Sydney Biomedical Accelerator). Prof Stephen Simpson, Academic Director, Charles Perkins Centre (CPC) provided a presentation on the objectives and design development process for the CPC, which included a series of learning for the SBA initiative and how these facilities can be integrated. The Committee has also finalised the governance structure for SIPfHER, which will be formalised over the coming months and launched with a cocktail event. The structure includes a new Executive Precinct Committee and Precinct Collaboration Committee that will bring together major education, research and health stakeholders across and within Camperdown.

In addition to the above and to support the new identity of the Camperdown Precinct, Sydney Research conducted a 'branding competition' between December 2022 and January 2023. As part of the competition, students and alumni of the University of Sydney were invited to submit a concept design for the SIPfHER brand that represents the values and aspirations of the precinct. Following the review of submissions, Sydney Research presented two conceptual designs to the Precinct Council. The Council were impressed by both options and agreed that both applicants would be offered an opportunity to combine their designs. Sydney Research has been working with both applicants together with the SLHD and USYD Communications teams to refine and develop an updated design for SIPfHER that incorporates elements of both submissions. The updated design were presented to the SIPfHER Precinct Council on 6 April 2023, who were pleased with the new direction and have agreed to award the applicants for their submission. The SLHD and USYD Communications teams will take forward the design proposal and put together a refined communications strategy that positions this new branding.

### **Camperdown Biotechnology Hub**

Sydney Research continues to be involved in a dedicated Project Working Group with representation from six (6) inter-Government agencies (Sydney Local Health District, Health Infrastructure NSW, Investment NSW, Transport NSW, Greater Cities Commission and NSW Department of Planning and Environment) regarding the establishment of a Biotechnology Hub in Camperdown. The Chief Executive, Adj A/Prof Vicki Taylor and Penny Schmidt are the SLHD representatives on this Working Group and have continued to ensure that the proposal clearly articulates the value of a Biotechnology Hub for the District, SIPfHER and how this site/ proposal would complement the strategic vision and objectives of the SBA.

The proposed Hub would cater for health-related start-ups, scale-ups, spin-offs and synergistic anchor tenants to be co-located close to RPA and the University and has the potential to generate significant economic benefits to the state and nation. It would strengthen and continue to grow our already healthy eco-system of talent, skill and expertise. This Hub would be complementary to the strategy and work to be undertaken within the SBA by providing a long-term growth option for the innovative ideas that develop within the complex, as well as a space for small manufacturing needs that are crucial in prototype and product development.

Ernst and Young have been engaged by the Project Working Group to undertake a supplementary market sounding exercise to understand the relative interest of developers and investors in the site, as well as assist with the evaluation of the site value and pre-commitments required by interested parties to secure the site as a Biotechnology Hub. The outcomes of this market sounding were issued in February 2023. Ongoing discussions are underway regarding the pre-commitment required from NSW Health (and potentially other education partners) and the strategy for transitioning the site.

Briefings were held with representatives of USYD and UTS on their potential support and involvement in the initiative. Further discussions will be scheduled over the coming weeks to agree on a pathway forward.

## Franklin Women

The deadline for 2023 Franklin Women Mentoring Program applications closed on 31 March 2023, and five mentor/mentee pairs from SLHD have been selected to participate. This Program supports women aspiring for leadership roles, while providing opportunities for leaders to develop inclusive leadership capabilities. SLHD has been involved in the program since 2019, with 14 SLHD staff participating and providing enthusiastic feedback about the confidence building, skills development and networking obtained through their involvement.

Sydney Research participated in the Advisory Group discussion for Franklin Women on 26 April 2023. Following this meeting, we will support the team in preparing a public announcement for the contributions provided by NSW Health in defining their future governance model, and recruitment strategy for three additional positions to support ongoing operations.

## SLHD Chief Commercial Officer

Sydney Research and Dr Francisco have also been involved in the review and progression of the following matters:

- Drafting SLHD Intellectual Property and Commercial Policy
- NSW Health Intellectual Property Policy and Commercialisation Framework
- Sydney Health Partners Data Sharing Accord
- ClinTrial Refer – Renewal of the Collaboration Agreement between SESLHD and SLHD and their ongoing licencing arrangements.
- SBA Industry Working Group – Sydney Research and Dr Francisco have become members of the SBA Industry Working Group to co-develop a commercial engagement strategy with the University of Sydney for the precinct
- Protoxiom agreement and announcement, in which \$2.2M in commercial backing was provided for an oral insulin drug delivery technology developed by Prof Victoria Cogger, Prof David Le Couteur and Dr Nicholas Hunt.

## Committee for Sydney

Sydney Research has been working with representatives from USYD and the Committee for Sydney to arrange a walking tour of Camperdown, which was held on 4 May 2023 and had over 80 individuals in attendance. The walking tour aimed to showcase the Camperdown precinct and provide a snapshot of the capabilities, teams and specialities that will be brought together and co-located across our campuses and within the Sydney Biomedical Accelerator. The walking tour featured four facilities and a series of presentations by internationally-recognised clinicians, academics and researchers from across the SLHD/RPA and USYD campuses. The tour was well received and has attracted significant attention across multiple social media platforms.

## NSW Office for Health and Medical Research (OHMR)

### Embedding Quality Research (EQR) Steering Committee

In 2023, the NSW Health Secretary announced the establishment of a new division for Clinical Innovation and Research within the NSW Ministry of Health. The purpose of this new division is to further embed and support research and clinical innovation and to leverage opportunities for knowledge generation and development across NSW Health and its agencies. Dr Jean-Frederic Levesque was appointed as the inaugural Deputy Secretary for Clinical Innovation and Research in addition to his existing role as Chief Executive, Agency for Clinical Innovation.



The Chief Executive and Sydney Research met with the Deputy Secretary, Clinical Innovation and Research and Executive Director, OHMR on 20 April 2023. The discussion focussed on the recent restructure of the NSW Ministry of Health and the establishment of the new division of Clinical Innovation and Research. As part of this restructure, the Deputy Secretary stated that a review will be undertaken on some statewide committees under NSW Health that aim to support research and innovation performance, development and translation into clinical practice. This review will be led by the Deputy Secretary and will consider the positioning of each committee, their objectives and membership. It aims to streamline processes, avoid unnecessary duplication, embed research and innovation within and across each LHD, and to create platforms that will empower change for the better. While this work is being undertaken, these committees (including the Embedding Quality Research Steering Committee) will be suspended and a notice will be released later in the year on their future direction.

### **Translational Research Grant Scheme (Round 7)**

Round 7 of the NSW Health Translational Research Grant Scheme (TRGS) launched on 15 February 2023. The Translational Research Grants Scheme (TRGS) provides targeted grants to staff employed within local health districts, specialty health networks, NSW Ambulance and NSW Health Pathology that will support research projects capable of translating into better patient outcomes, health service delivery, and population health and wellbeing. Since its commencement in 2016, the TRGS program has provided over \$40 million in funding support to 80 projects over six rounds. Sydney Local Health District (SLHD) has been one of the most successful organisations under this program with a number of funded TRGS projects underway.

The TRGS program consists of two stages, including an initial Expression of Interest (EOI) seeking an overview of the initiative (purpose, implementation, and timeframes), the funding support required and the partners involved. If successful at the EOI stage, the Chief Investigator will be invited to submit a Full Application that addresses feedback of the reviewers and provides more detailed information on the initiative. There are no defined priorities for Round 7 TRGS, rather applications must demonstrate the project relevance to District-specific and state-wide priorities.

Sydney Research is the designated District coordinator and will be managing the review and submission process for applications to this scheme. A District-wide memo has been shared that provides background on the initiative and the internal deadlines for applications. All SLHD TRGS Round 7 EOIs are due to Penny Schmidt, Deputy Director, Sydney Research, on 22 May 2023.

### **Communications and Engagement**

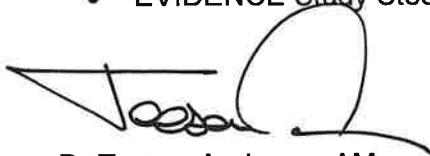
Through the Sydney Research Council, communications and social media, Sydney Research is promoting internal and partner educational and research activities.

- The Sydney Research weekly electronic newsletter, e-Update, has an audience of 1,282 subscribers
- The PFCC Research Working Group bi-monthly newsletter, 'Consumers in Research', has an audience of 140 subscribers.
- @SydneyResearch currently has 1,352 followers on Twitter
- Sydney Research LinkedIn has accrued 1,054 followers.
- Sydney Research continues to participate on the Social Media Steering Committee and contributes to the district-wide standard of practice and reference guides

### **Other Activities**

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

- SBA Project User Groups, Working Groups and Technical Review Groups
- SLHD Research Consumer Advisory Group
- 2023 Symposium Planning
- SLHD Education and Research Board sub-Committee
- Ministry Finance visit to understand clinical trial activity and performance in SLHD
- Precinct Innovation Posse Committee
- Finland Biotech Delegation Visit
- ClinTrial Refer Weekly Management Committee
- RPA Western Campus Masterplan
- XNAT Platform Review and Development
- International Federation of Health Plans – Presentation
- Sydney Health Partners Board
- EVIDENCE Study Steering Committee



Dr Teresa Anderson AM  
**Chief Executive**  
Date: 17 June 2023