

## Sydney Local Health District

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

Date: Monday 17 July 2023  
Time: 9.00am – 11.00am  
Venue: Teams / Sydney Education Centre. Callan Park  
Chair: The Hon, John Ajaka, Chair

#### 1. Present and apologies

The Hon, John Ajaka, Chair  
Ms Ronwyn North, 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  
Ms LaVerne Belleair, Member  
Dr Teresa Anderson, AM, Chief Executive

#### Apologies

Mr Raymond Dib, Member  
Dr Paul Hosie, Member  
Mr John McGee, Member

#### In attendance

Dr Andrew Hallahan, Executive Director, Clinical Governance and Risk and Medical Services (9.00am - 9.30am)  
Dr Alicja Smiech, Chair, Medical Staff Executive Council (9.00am – 10.40am)  
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 six 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.

# Minutes

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

## 4. Confirmation of previous minutes

### 4.1 Minutes of the previous meeting held 19 June 2023.

The minutes of the meeting held on 19 June 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

### 4.2 CE Report - June 2023

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

**Presentation:** *NSW Health Enterprise-Wide Risk Management Policy PD2022\_023  
Risk Appetite and Tolerance*

Dr Hallahan presented on the NSW Health Enterprise-Wide Risk Management Policy D2022\_023 including:

- NSW Health Enterprise-Wide Risk Management Policy
- Summary of Policy Requirements
- Progress to date
- Risk Appetite and Risk Tolerance
- Table 1: Levels of Risk Appetite
- Risk Appetite Statement
- Risk Tolerance Descriptions
- SLHD Risk Categories – tolerance articulation
- Next Steps

Following the presentation the Board discussed:

- The documents have been presented and supported by the SLHD Audit and Risk and the Clinical Quality Council Committees.
- The risk categories have been selected by the SLHD.

## 5. Matters arising from the previous minutes

### 5.1 Action sheet

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

- A number of workshops have been held with the MoH and Health Infrastructure re the site at Callan Park for the step down beds. A Pathway to Community Care options paper will be provided to the Board.

- Letters of congratulations were sent to the recipients of King's Birthday Honour's list. This agenda item can be removed from the action sheet.
- A letter of congratulations was sent to the General Manager of the Sydney Dental Hospital on the management of the fire in Surry Hills. This agenda item can be removed from the action sheet.
- The Board requested the remaining items to be tidied up.

## 6. Patient Story

The Chief Executive provided a verbal report concerning two patients who attended Canterbury Hospital with positive outcomes.

## 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.

## 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.
- There is a rolling on-going improvement in the HACs.
- The District continues to focus on strategies for appropriate workforce skill mix to meet the levels of demand.
- Alternative Clinicians are approached to do surgical categories, if not able to meet the required time frame of 30 days due to annual or other leave.
- Concord Hospital staff car park has opened.
- Canterbury Hospital Education Centre launch has been deferred to August 2023.
- The Education Plan is being launched today.
- All planning is progressing well.
- Sydney Research is progressing well.

## 9.1 Finance and Performance Reports

### 9.1.1 SLHD Board reporting pack – May 2023

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

### 9.1.2 Selected Performance Indicators – May 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 – May 2023

The Board received, read and noted this report.

### 9.1.6 Aboriginal Workforce Report (six monthly)

The Board noted the next report is due in December 2023.

## 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.

## 9.4 Clinical Governance and Risk Reports

### (i) Quarterly Report

The Board noted the quarterly report for the period April – June 2023 is due in September 2023.

(ii) Blood Management

The Board received, read and noted this report. The Chief Executive advised the Board that we have a senior Haematology Clinician who provides advice on blood wastage.

(iii) SLHD Risk Register

The Board noted this report is due in September 2023.

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

The Board received, read and noted this report, in particular, the due diligence of the exercises with positive outcomes.

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

The Board received, read and noted this report.

9.6 Facility Reports – May 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.

(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) Tresillian

The Board received, read and noted the Tresillian report.

(xii) Lifehouse

The Board received, read and noted the Lifehouse report.

(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.

## 10. Matters for approval / resolution

### 10.1 Internal Audit and Risk Attestation Statement

Following the presentation, the Board supported the submission of the Internal Audit and Risk Attestation Statement to the MoH.

## 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 19 June 2023.

### 11.2 Education and Research Committee

The Board noted the next meeting is to be held today 17 July 2023.

## 11.3 Strategic Communication and Partnerships Committee

### (i) Minutes of Meeting

The Board noted the next meeting is to be held on 1 August 2023.

### (ii) Bi-Monthly Report

The Board noted the next report is due in August 2023.

## 11.4 Audit and Risk Committee

The Board received, read noted minutes of the meeting 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 28 June 2023.

## 11.6 Health Care – Clinical Council

The Board noted the next meeting is to be held on 23 August 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 received, read and noted the minutes of the meeting held on 7 June 2023.

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

The Board noted the next meeting is to be held on 25 July 2023.

## 11.10 Parliamentary Inquiry into the use of Consultants

The Chief Executive provided a verbal update including:

- Provision of over 3,600 sets of minutes to be provided for all Board and Board sub-committees for the period 1 July 2011 to 30 June 2023.
- Redacted copies of the minutes to be provided for the same period.

The Chief Executive and the Board thanked the staff for their assistance in getting this large volume of work completed:

- Mr Reece Alderton, GHMP Trainee
- Ms Lorna Arkell, GHMP Trainee
- Ms Anja Sauer, GHMP Trainee
- Ms Nerida Bransby, Board Secretariat

## 12. Other Committee reports / minutes

### 12.1 Sustainability Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 20 June 2023.

### 12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 14 June 2023.

### 12.3 Finance Leaders Forum

The Board received, read and noted the minutes of the meeting held on 21 June 2023.

### 12.4 NSW Health / SLHD Performance Review Meeting

The Board received, read and noted the minutes of the meeting held on 2 June 2023.

### 12.5 Organ Donation for Transplantation

The Board noted the meeting held on 27 June 2023 was cancelled.

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

The Board received, read and noted minutes of the meeting held on 13 June 2023.

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

The Board received, read and noted the minutes of the meeting held on 20 June 2023. The Chief Executive advised the Board that the Yaralla Festival will be held in December 2023.

### 12.8 Concord Forensic Mental Health Executive Steering Committee

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

### 12.9 RPAH Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 17 May 2023. The District Engineering Team will be doing small parcels of capital works to enable the construction company to focus on the larger projects.

### 12.10 Security and Violence Prevention Committee

The Board received, read and noted the minutes of the meeting held on 13 June 2023 including:

- Encourage staff to report matters to the Police
- A presentation to the Chair of the Security Taskforce from the Behavioural Escalation Support Team (BEST) was well received.
- The District is meeting all its obligations in relation to the Enforceable Undertaking.



# Minutes

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## 12.11 Contracts Implementation Committee

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

## 12.12 Enforceable Undertaking

The Board noted the meeting held on 8 June 2023 was cancelled.

## 13. Matters for noting

### 13.1 Safe and Healthy Plan 2023 – 2025

The Board received, read and noted this plan.

### 13.2 Brief – Backlog of Radiology Images

The Board received, read and noted this brief.

## 14. Other Business

### 14.1 Mandatory Training for Board Members

Further information is to be provided to the Board on mandatory training.

## 15. Next Meeting

The next meeting will be held on Monday 21 August 2023 at 10.00am in Gloucester House.

The meeting closed at 10.40am

  
Chair

21. 08. 23  
Date

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

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### **COVID-19 UPDATE** Sydney Local Health District

#### **Screening**

All COVID-19 screening returned to passive mode, with advice now recommending RAT kits are obtained from local pharmacies and advice sought from local General Practitioners, where required. Masks are available at the entrance to all clinical areas for visitors, staff and patients to wear.

#### **Vaccinations**

COVID-19 vaccinations are currently being built into the eMeds systems to allow the administration of in-patients, outpatients and staff at a facility level.

#### **RPA**

RPA is currently developing a Staff and Patient COVID-19 Vaccination program.

#### **Concord**

Concord started their inpatient COVID-19 vaccination services on 22 June 2023.

#### **Canterbury**

- Canterbury Hospital held two pop-up COVID-19 vaccination clinics on 27 February 2023 and 27 March 2023, which were well attended by staff.
- The process to dispense and vaccinate inpatients at Canterbury Hospital is being finalised.
- Canterbury Hospital has a small amount of COVID-19 vaccines centrally stored in the Pharmacy Department, ready for use once the dispensing and vaccinating process is confirmed.

#### **Balmain**

- The process to dispense and vaccinate inpatients and staff at Balmain Hospital is being finalised.
- Interested nursing staff have been identified and are completing required training to become COVID-19 immunisers. This is the biggest challenge at Balmain due to a lack of trained staff.

#### **Issues and Concerns.**

The NSW Ministry of Health is working with the Commonwealth to remove some of the training required for Accredited Nurse/Pharmacy Immunisers (ANI/API) to administer COVID-19 Vaccines.

### **PERFORMANCE**

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

#### **Safety and Quality**

Work is continuing across the District to return services and activity to pre-COVID-19 levels; ensuring safety and quality for staff and patients is at the forefront of this transition.

During the month of May 2023, 88.9% of all Serious Adverse Events were reviewed within 60 days, which is above the State average of 68.3% for the month. YTD May 2023, 89.1% of all Serious Adverse Events were reviewed within 60 days, which is above the State average of 63.7%

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 Mental Health Readmissions within 28 days for YTD March 2023 have significantly decreased to 11.6% compared to the same time last year (14.1%). The General Manager and Clinical Director of Mental Health continue to focus on strategies to improve performance.

Unplanned readmissions within 28 days of separation were 5.1% YTD April 2023, which is slightly lower than the State average of 5.7%. Unplanned Emergency Representations (same ED within 48 hours) were 4.3% for both the month and YTD May 2023, which is below the State averages of 4.6% and 4.7% respectively.

Although the District is above the target (1.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI), with 1.5 per 10,000 bed days for the month of April 2023, this is an improvement on March 2023 (which was 2 per 10,000 bed days). There was 1 Central Line Associated Bloodstream (CLAB) infection reported in April 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 District aims to have no Hospital Acquired Infection by 2025.

The District performed well in relation to 11 of the 14 Hospital Acquired Complications (HACs), which is an improvement on last month (where it was performing well on 10 HACs). Although the District is not performing in relation to Fall Related Injuries in Hospital, Hospital Acquired Venous Thromboembolism, and Hospital Acquired Endocrine Complications, improvements are evident.

The rate of **Fall Related Injuries** in Hospital was 6.9 per 10,000 episodes, which is above the target of 5.7 for the 12-month rolling period of April 2022 – March 2023. The rate last month was 6.3. The instances of Fall Related Injuries decreased by 2 during the period when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Venous Thromboembolism (VTE)** was 12.3 per 10,000 episodes, which is above the target of 11.0 for the 12 month rolling period of April 2022 – March 2023. The rate last month was 12.2. The instances of Hospital Acquired Venous Thromboembolism decreased by 2 during the period, when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Endocrine Complications** was 34.2 per 10,000 episodes, which is above the target of 29.7 for the 12 month rolling period of April 2022 – March 2023. The rate last month was 35.1. The instances of Hospital Acquired Endocrine Complications decreased by 55 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 May 2023, with ongoing furloughed staff, premium staff usage increased by 0.80 for Medical staff, decreased by 0.06 for Allied Health staff and decreased by 0.24 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 a 12.25% increase in the number of separations (14,598) for the month of May 2023, when compared to the same period last year (13,005). YTD May separations have increased by 11.85% when compared to the same period last year. In May 2023, the District's occupancy rate increased by 0.54% to 89.66% when compared to the 89.12% reported in May 2022, which highlights the return of pre-COVID-19 activity levels.

There were 14,527 attendances to the District's Emergency Departments in May 2023, which is a 7.25% decrease from 15,663 in May 2022. YTD May Emergency Department attendances have increased by 8.29% to 162,290 when compared to the same period last year (149,867). For the month of May 2023, case weighted attendances have decreased by 1.88% when compared to the same period last year. There has been a significant increase in the acuity of patients presenting to the Emergency Department year to date with case weighted attendances having increased by 9.61% from 166,545 in May 2021/22 YTD to 182,549 in May 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 May 2022/23 separations have increased 11.85% when compared to YTD May 2021/22. However, there is still a significant decrease in separations compared to May 2018/19 YTD from 160,370 to 146,457 in 2022/23 YTD. The largest decrease has been in unplanned separations from 81,077 in 2018/19 to 68,951 in 2022/23. This is due to the diversion of this work to other hospitals and services including



outreach aged care services, RPA virtual and to private hospitals through collaborative care arrangements because of capacity issues in particular at RPA.

Despite the decrease in separations compared to May 2018/19, the occupied bed days have increased 2.39% (from 586,892 in May 2018/19 YTD to 600,952 in May 2022/23 YTD). This is equivalent to an additional **42 beds** being used each day compared to May 2018/19 YTD. Length of stay has increased due to the increase in acuity.

May 2022/23 YTD, the District's occupancy rate increased by **5.20%** to **89.16%** when compared to the **83.96%** May 2021/22 YTD. The occupancy rate is also **2.27%** higher than the May 2018/19 YTD occupancy rate of 86.89%. 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 27 June 2023, there were 45 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. May 2023 has been a very challenging month for our hospitals. There was a 6.82% decrease in ETP during May 2023 to 52.15%, when compared to the same period last year. For the month of May 2023, 1,665 fewer patients were seen within target, compared to the same period last year. YTD May ETP also decreased by 4.62% to 57.70% when compared to the same period last year. However, YTD May, an additional **225** 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 May 2023 at 30.26%, which is a 0.90% 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 May 2023, with 84.91% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is a 5.88% increase when compared to the performance of 79.03% 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 4 and 5 targets for the month of May 2023. Triage Category 1 performance is below the target at 99.31% (target 100%) and is a decrease when compared to May 2022 by 0.69%. All hospitals are working on additional strategies to ensure that performance on Triage 1 meets benchmark. Triage Category 2 performance is below the target at 81.19% (target 95%) and is a decrease when compared to May 2022 by 2.46%. Triage Category 3 performance is below the target at 66.48% (target 85%) and a decrease of 9.21% compared to May 2022.

## Planned Surgery

There were **776** more planned surgeries performed in SLHD facilities in May 2023 when compared to the same period in the previous year, representing an increase of **38.59%** (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.

For the month of May 2023, 100% of Category 1, 94.89% of Category 2, and 93.76% of Category 3 elective surgery patients were admitted within the clinically appropriate timeframe for their surgery. YTD May surgical patients not ready for care increased by 26.17% (3,359) 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

Facility	May-23	May-22	%Variance Month	YTD	Prev YTD	%Variance YTD
Canterbury Hospital		51	-	328	609	-46.14%
Concord Hospital	36	142	-74.65%	857	1,505	-43.06%
IRO		3	-	2	151	-98.68%
RPAH	123	234	-47.44%	2,089	3,591	-41.83%
<b>Total</b>	<b>159</b>	<b>430</b>	<b>-63.02%</b>	<b>3276</b>	<b>5856</b>	<b>-44.06%</b>

## Emergency Surgery

There were 15 fewer emergency surgeries performed in the month of May 2023 when compared to the same month last year, representing a 1.28% 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 May 2023 Hospital in the Home overnight separations increased by **51.70%** 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 -6.23% variance YTD April 2023, excluding Dental. The variation against target has remained relatively consistent compared to last month.

Stream	Target	Actual	Variation	Variation %
Acute*	138,495	132,857	-5,638	-4.07%
ED	21,126	21,279	153	0.72%
NAP**	42,322	37,815	-4,507	-10.65%
SNAP	11,576	10,798	-778	-6.72%
MH Admit <sup>^</sup>	18,668	16,446	-2,222	-11.90%
MH NAP	8,718	6,703	-2,015	-23.11%
<b>Total</b>	<b>240,905</b>	<b>225,898</b>	<b>-15,007</b>	<b>-6.23%</b>
Dental DWAU	53,934	48,404	-5,530	-10.25%
Dental NWAU#	6,379	5,725	-654	-10.25%
<b>Total (NWAU)</b>	<b>247,284</b>	<b>231,623</b>	<b>-15,661</b>	<b>-6.33%</b>

\*7 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 May 2023, 17.21% (2,389 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There has been an increase of 442 (22.70%) patients who elected to use their private insurance compared to the same period last year and an increase of 391 (19.57%) in total separations from previous month.

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

- RPAH – an increase of 216 (23.25%) private patients.

- Concord – an increase of 211 (23.95%) private patients.
- Canterbury Hospital – an increase of 22 (22.22%) private patients.
- IRO – a decrease from 23 to 16 private patients.
- Balmain Hospital – no Changes.

## Single Room Usage

For the month of May 2023, 9.25% of patients were flagged as infection control across the District. For the month, 22% of all available single rooms were occupied by private patients and 43% of all private patients were accommodated in single rooms.

## SLHD Strategic Revenue Network

Key notes:

- SLHD Strategic Revenue Network meeting was held in May 2023. An update on the compliance levels with Medicare PRNIP guidelines was discussed. Status of error management and accrual levels was also discussed with facility leads. MoH representative provided an update on state-wide initiatives, including the rollout of the new Revenue Portal, Patient billing project and retrospective billing.
- 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 198 registered users, and a total of \$3.25M has been raised through the portal to date.

## REDESIGN AND SERVICE IMPROVEMENT

The next round of the Pitch will be held on 20 July, as part of the Sydney Innovation and research Symposium at the Seymour Centre.

Six finalists will be Pitching at the event, including:

- I CAN HEAR!
  - Amplified hearing aids for neurology and stroke patients to improve communication and aid rehabilitation.
- Emergency – Ready to Run (and stop)!
  - New and enhanced emergency response equipment.
- EXERSTRENGTH
  - Strengthening, Stretching and Balance - An Innovative Exercise programme in patients with chronic kidney disease (CKD).
- P2P Changes Me
  - A co-designed, culturally informed peer-2-peer change approach to reduce e-cigarette use (vaping) in Aboriginal young people in the Redfern community. Short name "P2P Changes Me"
- CKD Stewardship: Find, Tell, Act, Refer
  - Early detection of Chronic Kidney Disease to facilitate optimal management (in primary care and nephrology) which reduces progression of CKD by up to 50%. Proven to reduce cardiovascular hospitalisations, morbidity and mortality.
- Welcome to the SBA Synapse



- A nexus for revolutionising the way in which clinical research and biomedical science connect and collaborate.

## **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 31 May 2023 based on the District's budgeted NCoS.

For the period ended 31 May 2023, GF Expenditure was \$15.089M (0.73%) 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.

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 May 2023 was due to COVID-19 Incremental expense of \$6.2M awaiting budget supplementation for PCR testing, COVID-19 Vaccines, COVID-19 Mental Health Pathway and Mpox vaccines. 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 May 2023 Expenditure decreased by \$183.388M (or 8.07%) compared to YTD May 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 \$190.042M YTD May 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 \$0.439M (0.21%) unfavourable to budget for the month of May 2023 and \$36.592M (1.71%) unfavourable to YTD May 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 \$30.788M unfavourable to YTD May 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 May 2023 was \$0.534M unfavourable to budget. For YTD May 2023, the District's NCoS was \$51.681M unfavourable to budget.

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

# Board Report



	YTD Actual \$000	YTD Budget \$000	Variance (Actual vs Budget) \$000	
Expense	2,090,464	2,075,375	-15,089	Unfav
<b>GF Expense</b>	<b>2,090,464</b>	<b>2,075,375</b>	<b>-15,089</b>	<b>Unfav</b>
Own Source Revenue	-244,007	-268,084	-24,077	Unfav
Doubtful Debts (incl Quarantine Hotel Passenger Fees)	12,980	707	-12,273	Unfav
Loss on Sale of Asset / Other Gains Losses	242	0	-242	Unfav
<b>GF Revenue (including Doubtful Debts and Gains Losses)</b>	<b>-230,785</b>	<b>-267,378</b>	<b>-36,592</b>	<b>Unfav</b>
Quarantine Hotel Passenger Fees and COVID-19 Vaccine Grant revenue	285	0	-285	Unfav
Doubtful Debts (Quarantine Hotel Passenger Fees)	5,519	0	-5,519	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>-236,590</b>	<b>-267,378</b>	<b>-30,788</b>	<b>Unfav</b>
<b>NCoS (including the impact of Quarantine Hotel Passenger Fees)</b>	<b>1,859,678</b>	<b>1,807,997</b>	<b>-51,681</b>	<b>Unfav</b>

Unfavourable to budget due to COVID-19 incremental expenditure awaiting 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.
- 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 May 2023 was \$0.095M (0.05%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Employee Related Expenses (\$0.659M), Goods and Services Expenses (\$1.181M), RMR (\$0.732M) and Grants (\$0.254M) offset by favourable results for VMOs (\$2.914M).
- YTD May 2023, GF Total Expenditure was \$15.089M unfavourable to budget, primarily reflecting unfavourable results for Overtime (\$13.816M), Annual Leave Provision (\$16.957M),

Superannuation (\$3.012M), RMR (\$3.230M) and VMO Payments (\$8.511M) offset by favourable results for Salaries & Wages (\$6.064M), Goods & Services (\$24.221M) and Grants (\$2.063M).

## Revenue

- GF Total Revenue for the month of May 2023 was \$0.439M (0.21%) unfavourable to budget, reflecting the unfavourable results from User charges (\$0.566M), Other Sources of Revenue (\$2.054M) offset by favourable variances in Patient Fees (\$1.582M), Grants and Contributions (\$0.606M) and Doubtful Debts (\$0.008M).
- YTD May 2023 GF Revenue was \$36.592M (1.71%) unfavourable to budget. This result reflects unfavourable variance in Facility Fees (\$2.991M), Prosthesis Income (\$0.722M), Car Park Fees (\$2.667M), Pharmacy Sales (\$0.194M), Patient Fees (\$0.677M), Doubtful Debts \$12.273M offset by favourable variances in Grants and Contributions (\$1.146M). 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 \$30.788M unfavourable to YTD May 2023 GF Revenue budget primarily due to the impact of COVID-19.

## Special Purpose and Trust (SP&T)

SP&T NCoS was \$4.934M favourable to budget for the period of May 2023. This result reflects unfavourable budget variance for Expenditure (\$3.023M) and favourable for Revenue (\$7.957M).

## Consolidated Result

For the period ended 31 May 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$46.747M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$18.112M), Own Source Revenue (\$16.120M) and Doubtful Debts (\$12.273M).

## Financial Performance – Based on MOH Reporting Format

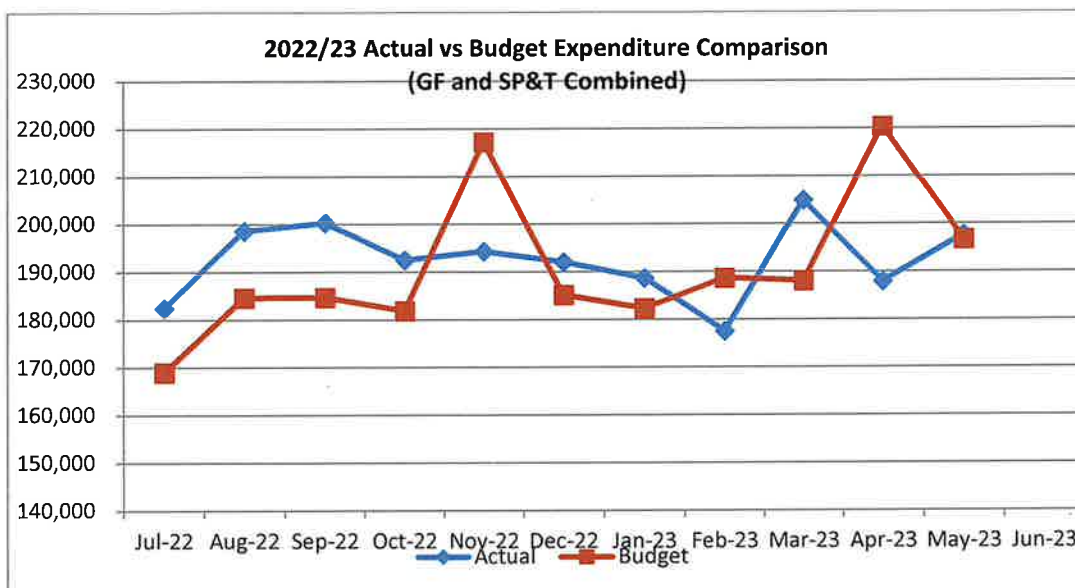
For the period ended 31 May 2023, SLHD recorded a Total Net Result of \$63.247M which was \$46.700M unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD May 2023 was \$33.259M unfavourable to budget, reflecting an unfavourable budget variance for Expenditure (\$17.219M) and Revenue (\$16.040M).

For the YTD May 2023, Total Direct Revenue was \$16.040M unfavourable to budget, comprising unfavourable variances for the General Fund (\$24.077M) and favourable variances for the SP&T Fund (\$8.037M). 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 May 2023 was \$17.219M unfavourable to budget, reflecting an unfavourable variance for General Fund (\$11.153M) and SP&T Fund (\$6.065M). The result for the General Fund reflects unfavourable variances in Supporting Services & Utilities (\$2.449M), On-costs (\$21.430M) and VMOs (\$8.511M) offset by favourable variances in Salaries & Wages (\$6.064M), Grants (\$2.063M), Direct Clinical Operating (\$0.621M) and G&S Corporate (\$26.048M).

## Monthly Budget Performance

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



## Liquidity

The cash balance at 31 May 2023 for the SLHD Operating bank account was \$5.992M and the Operating Cash book balance was \$5.773M.

## Capital Works – SMRS Projects

As at 31 May 2023, the District's Full Year Capital works budget relating to SMRS Projects is \$20.802M comprising \$6.485M of MoH funded and \$14.317M of locally funded projects. In May 2023, one locally funded project (D&A ICE Inquiry Implementation Support - \$0.450M) was approved by MoH.

Actual expenditure as at the end of May 23 was \$17.621M which was \$0.868M favourable on budget.

## Other Capital Projects

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

## CAPITAL INFRASTRUCTURE & ENGINEERING SERVICES

### RPA

#### Redevelopment

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

- Progression of the SSDA response to submissions with all finalised consultant documents received and the response to submissions report being authored.
- Progression of ECI contractor detailed design meetings.
- Completion of the draft final business case and associated deliverables and review underway, with INSW review scheduled for July 2023.
- Progressions of Anatomical Pathology and Gloucester House Bridge early works construction.
- Continuation of Design coordination sessions with USYD, St. Johns College and SBA.
- Continuation of the Arts Curatorium process, with the first of three curatoriums completed.

#### Rapid Autopsy – shell space and lift

Formwork for the sheer wall and lift shaft is underway, and edgeboard stripping to the level 2 slab is complete. Site setout for the walls is currently underway.



## **Drug Health Services KGV L6**

The capital works fitout for Drug Health Administration was completed in June 2023. Works involved new painting, flooring and workstations.

## **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, works to the Stage 1 dirty area were underway, including installation of the fire-rated ceiling and mechanical services rough-ins.

## **Canterbury**

### **Education Modular Building**

Internal fitout of the new Education Modular building at Canterbury Hospital was completed and the necessary building compliance certification has been obtained. Installation of the new roof and walkway is currently in its final phases.

## **Balmain Staff Hub**

Building works for the new staff hub at Balmain Hospital has progressed well throughout June. New walls and electrical works have been roughed in. New flooring preparation and painting are currently underway.

## **Sydney Dental Hospital Staff Hub**

Electrical and hydraulic services for the new staff hub at Sydney Dental Hospital have been roughed in and floor topping and preparations are underway.

## **PLANNING**

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

The program for community consultations has begun to be scheduled with dates for a range of community consultations developed.

The draft set of Strategic Plan initiatives is being updated to include the outcomes of the staff consultations (n=418) and the outcomes from the online staff survey (n=68).

A Youth consultation has been held with youth services from across the SLHD area at Ashfield Town Hall in collaboration with the Inner West Council (n=50).

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 CESPAN

- In Language Consultations – Vietnamese, Chinese (Cantonese and Mandarin), Arabic and New and Emerging Communities.

## **NSW Health Capital Investment Proposals**

- 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.
- Capital costs and recurrent costs for each of these submissions are currently being developed so that the cost benefit analysis can be undertaken.
- 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), which 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 has been developed.

## **Concord Repatriation General Hospital Stage 2 Planning**

- The Concord Hospital Stage 2 Clinical Services Statement (CSS) has been recirculated to all Concord staff for further review. The 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 has coordinated 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 reviewed.

## **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**

Sydney Research continues to lead and contribute to the planning, design and consultation process for the Sydney Biomedical Accelerator. Design development continues with eight rounds of Project User

Groups, specialty-focussed Working Groups and a series of Technical Review Groups conducted since January 2023. These groups have involved clinicians, researchers and technical staff from across SLHD, the University of Sydney (USyd) and the Centenary Institute. Following this recent 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 that is currently planned to be submitted by August 2023.

The SBA Executive Steering Committee (ESC) met on 9 June 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 includes representatives from the NSW Ministry of Health, Sydney Local Health District, and the University of Sydney.

In addition to the design development groups and ESC, Sydney Research and SLHD representatives are actively involved in the following governance committees, which have 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

SLHD and USyd have also recently been involved in an Infrastructure NSW 'Health Check-in' Assurance Review, which involved an all day workshop and a series of interviews conducted between 15 June and 23 June 2023. The outcomes of this review will be provided as a report to the SLHD Chief Executive by the end of July 2023.

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

The SIPfHER Precinct Council met on 1 June 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). Kristina Zarkos, RPA Redevelopment Lead, SLHD, provided an overview and update on the design development and planning for the over \$750 million redevelopment of Royal Prince Alfred Hospital. The branding for SIPfHER has progressed, with final refined concepts being developed by the SLHD and USYD marketing and communication teams.

### **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, and 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, Sydney Research 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.
- 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.

### **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 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's relevance to District-specific and state-wide priorities.

Following an internal selection process, SLHD has nominated the following six applicants and their Expressions of Interest for Round 7 TRGS:

Chief Investigator	Project Title	Note
Dr Santuri Rungan	Implementation of School-Based Integrated Care across NSW	
Prof Paul Haber	Preventing advanced liver disease: a randomised controlled trial using a personalised approach	
Prof Sarah Aitken	Optimising perioperative assessment in patients having surgery using an interactive digital health dashboard	
Dr Dean Wright	Feasibility, Adaptability, and Preliminary Effectiveness of Behaviour Activation as an adjunct to Ketamine (Ket+BA) for Treatment-Resistant Depression within an Established Ketamine Treatment Clinic	
A/Prof Carlo Pulitano	Transplantation of Initially Unsuitable Livers following Normothermic Extended Organ Perfusion	
Dr Owen Hutchings	Enhancing healthcare for rural Aboriginal communities through a co-designed and virtual model of care: a mixed methods experiential analysis	Submitted as the 6 <sup>th</sup> Aboriginal Health focussed EOI

The timeframes for the next phases in TRGS Round 7 can be seen below:

Milestone	Date
EOI outcomes announced, invitations to full application	30 November 2023
Full application internal deadline	2 February 2024
Full application deadline to OHMR	16 February 2024
Full application outcomes announced	May 2024
Successful projects commence	June/July 2024

## Communications and Engagement

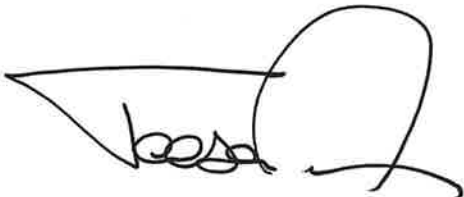
Through the Sydney Research Council, communications and social media, Sydney Research promotes internal and partner educational and research activities.

- 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 1,124 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 has participated or continues to support the following key activities within SLHD and across interagency partners:

- 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: 22.8.23