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## Sydney Local Health District

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

Date: Monday 21 August 2023  
Time: 10.00am – 12.00pm  
Venue: Teams / SLHD Boardroom  
Chair: The Hon, John Ajaka, Chair

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#### 1. Present and apologies

The Hon, John Ajaka, Chair  
Ms Ronwyn North, Member  
Mr Rob Furolo, Member  
Dr Mary Haines, Member  
Ms Kerry-Anne Hartman, Member  
Mr Richard Acheson, Member  
Dr John Sammut, Member (Departed 12.00pm)  
Mr Raymond Dib, Member (Departed 12.00pm)  
Dr Paul Hosie, Member  
Mr John McGee, Member  
Dr Teresa Anderson, AM, Chief Executive

#### Apologies

Ms LaVerne Belleair, Member  
Adj/Professor Karen Crawshaw PSM, Member

#### In attendance

Ms Lily Cao, Acting Manager, Internal Audit (11.20am - 11.30am)  
Mr Jack Beattie-Bowers, Auditor, Internal Audit (11.20am - 11.30am)  
Dr Alicja Smiech, Chair, Medical Staff Executive Council (11.10am 12.00pm)  
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 seven of the Sydney Local Health District (SLHD) Board.

# Minutes

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### 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.

### 4. Confirmation of previous minutes

#### 4.1 Minutes of the previous meeting held 17 July 2023.

The minutes of the meeting held on 17 July 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

#### 4.2 CE Report – July 2023

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

**Presentation:** Corporate Governance Attestation Statement 1 July 2022 - 30 June 2023

Ms Cao and Mr Beattie-Bowers presented on the Corporate Governance Attestation Statement for the period 1 July 2022 - 30 June 2023 including:

- What is the Corporate Governance Statement?
- Role of Internal Audit
- Key Milestones and Final Result
- Success Factors
- Results
- Questions

Following the presentation the Board discussed:

- Gathering of information and documentation to support the attestation statement including minutes of meetings and policies to support the seven standards.
- Mr Beattie-Bowers commenced gathering the information in June through to August. This is then reviewed by the Manager and Senior Auditor of Internal Audit to identify areas of non-compliance prior to presenting to the Chief Executive in mid-August.
- The Chief Executive and Internal Audit meet with the Chief Executive to sight all supporting documentation prior to sign-off.
- The supporting documents are provided to the Board at the meeting and they are welcome to sight these documents.

The Board thanked Ms Cao and Mr Beattie-Bowers for all the work involved in this and for attending the meeting.

## 5. Matters arising from the previous minutes

### 5.1 Action sheet

The Board received, read and noted the items on the action sheet are still pending.

## 6. Patient Story

The Chief Executive provided a verbal report from a family friend of a patient that was in Concord Hospital.

## 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:

- Update on the Independent Review
- Board appointments and re-appointments will be done as a group by the Minister towards the end of the year.
- The Board Chair and the Chief Executive attended the Sydney Health Partners Annual meeting with the Board Chairs, Chief Executives of other Districts and representatives from the University of Sydney. There is good collaboration and a lot of work being done around research.

## 9. Chief Executive's report

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

- According to the Ministry of Health Framework, the District remains at performance level zero, which is the highest level achievable.
- The Chief Executive provided a verbal report on the Management of Waitlists.
- The Chief Executive provided a verbal report on the backlog of reporting for scans in Radiology and the steps being taken to alleviate this. It is to be noted all scans are reviewed by Consultants.

- The Chief Executive provided a verbal report on the rigorous process for clinicians for all Quinquennium contract renewal appointments including the completion of performance reviews. Following this, all individual contract renewal appointments are then placed on the Medical and Dental Appointments Advisory Committee (MDAAC) agenda for endorsement.

## 9.1 Finance and Performance Reports

### 9.1.1 SLHD Board reporting pack – June 2023

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

### 9.1.2 Selected Performance Indicators – June 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 received, read and noted this report for the period January to March 2023.

### 9.1.5 HAC Committee Report – June 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) HealthCare Acquired Complications

The Board received, read and noted this report.

### (iii) SLHD Risk Register

The Board noted this report is due in September 2023.

### (iv) Disaster Management Board Report July – September 2023 (Quarterly)

The Board noted this report is due in October 2023.

## 9.5 Audit and Risk Committee Report (period 27 June 2023 to 11 September 2023)

The Board noted this report is due in September 2023.

## 9.6 Facility Reports – June 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 including the positive stories relating to the RPA HealthOne at GreenSquare.

## 10. Matters for approval / resolution

### 10.1 Corporate Governance Attestation Statement 1 July 2022 to 30 June 2023

Following the presentation, the Board supported the submission of the Corporate Governance Attestation Statement for the period 1 July 2022 to 30 June 2023 to the Ministry.

## 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 11 July 2023.

### 11.2 Education and Research Committee

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

### 11.3 Strategic Communication and Partnerships Committee

#### (i) Minutes of Meeting

The Board received, read and noted minutes of the meeting held on 1 August 2023.

#### (ii) Bi-Monthly Report

The Board received, read and noted the report for August 2023.

### 11.4 Audit and Risk Committee

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

### 11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 26 July 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 received, read and noted the minutes of the meeting held on 4 August 2023. The number of apologies noted were due to illness.

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

The Board noted the minutes of the meeting held on 7 June 2023 were not available.

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

The Board received, read and noted the minutes of the meeting held on 25 July 2023. The Board requested a brief on Discharge Against Medical Advice and the actions being taken.

# Minutes

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## 12. Other Committee reports / minutes

### 12.1 Sustainability Committee (bi-monthly)

The Board noted the meeting to be held on 18 July 2023 was cancelled due to the Symposium.

### 12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 11 July 2023.

### 12.3 Finance Leaders Forum

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

### 12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the meeting was held on 8 August 2023.

### 12.5 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 25 July 2023.

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

The Board received, read and noted minutes of the meeting held on 11 July 2023.

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

The Board noted the meeting was held on 15 August 2023.

### 12.8 Concord Forensic Mental Health Executive Steering Committee

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

### 12.9 RPAH Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 21 June 2023. Following a Gateway Review the District was noted to have a great level of teamwork and clinician engagement.

### 12.10 Security and Violence Prevention Committee

The Board noted the meeting held on 11 July 2023 was cancelled.

### 12.11 Contracts Implementation Committee

The Board noted the next meeting is to be held on 21 August 2023.

### 12.12 Enforceable Undertaking

The Board noted the meeting held on 13 July 2023 was cancelled. The Chief Executive provided a verbal report including:



- The Behavioural Escalation Support Team (BEST) is working really well with a decrease in Code Blacks.
- The Evaluation Training Program is progressing.
- Feedback from SafeWork has been positive stating that there is rigorous and comprehensive amount of work being done.

## 13. Matters for noting

### 13.1 Workplace Culture and Safety Action Plan – 2nd Quarter update for 2023

The Board received, read and noted this report.

### 13.2 National Cardiac Registry Cardiovascular outcomes in Cardiology at Concord Hospital 1/1/2021 - 31/12/2021

The Board received, read and noted this report.

### 13.3 Category 1 triage breach - CRGH Emergency Department

The Board received, read and noted this report.

### 13.4 Annual report: SLHD Allied Health Research and Education Partnership with the Faculty of Medicine and Health, University of Sydney 2022.

The Board received, read and noted this report.

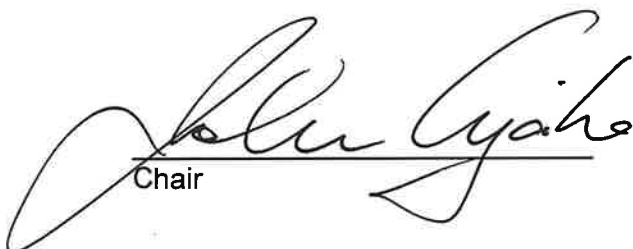
## 14. Other Business

Nil to report

## 15. Next Meeting

The next meeting will be held on Monday 18 September 2023 at 9.00am in Gloucester House.

The meeting closed at 12.15pm



Chair

18.09.23  
Date

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

Continues regular COVID-19 Vaccination Clinics.

**Canterbury**

Continues regular COVID-19 Vaccination Clinics.

**Balmain**

Continues regular COVID-19 Vaccination Clinics.

**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 June 2023, 100% of all Serious Adverse Events were reviewed within 60 days, which is above the State average of 87.0% for the month. YTD June 2023, 89.7% of all Serious Adverse Events were reviewed within 60 days, which is above the State average of 64.6%

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 April 2023 have decreased to 11.5% 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 4.8% YTD May 2023, which is lower than the State average of 5.5%. Unplanned Emergency Representations (same ED within 48 hours) were 4.3% YTD June 2023, which is below the State average of 4.7%.

Staphylococcus Aureus Bloodstream Infections (SABSI) are below the target (1.0/10,000 bed days), with 0.9 per 10,000 bed days for the month of May 2023, this is an improvement on April 2023 (1.0 per 10,000 bed days). There was 1 Central Line Associated Bloodstream (CLAB) infection reported in May 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). Although the District is not performing in relation to Fall Related Injuries in Hospital, Hospital Acquired Venous Thromboembolism, and Hospital Acquired Endocrine Complications, improvements have been made.

The rate of **Fall Related Injuries** in Hospital was 7.1 per 10,000 episodes, which is above the target of 5.7 for the 12-month rolling period of May 2022 – April 2023. The rate last month was 6.9. The instances of Fall Related Injuries remained the same during the period when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Venous Thromboembolism** (VTE) was 11.5 per 10,000 episodes, which is above the target of 11.0 for the 12 month rolling period of May 2022 – April 2023. The rate last month was 12.3. The instances of Hospital Acquired Venous Thromboembolism decreased by 20 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 May 2022 – April 2023. The rate last month was 34.2. The instances of Hospital Acquired Endocrine Complications decreased by 56 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 June 2023, with ongoing furloughed staff, premium staff usage increased slightly by 0.07 for Allied Health, decreased by 0.67 for Medical staff and decreased by 0.32 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 returning to business as usual while still managing COVID-19 patients in our

Emergency Departments, COVID-19 wards and Intensive Care Units. 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 lack of single rooms in the District's facilities has made this very challenging.

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 8.74% increase in the number of separations (13,891) for the month of June 2023, when compared to the same period last year (12,775). YTD June separations have increased by 11.57% when compared to the same period last year. In June 2023, the District's occupancy rate increased by 1.32% to 91.41% when compared to the 90.09% reported in June 2022, which highlights the return of pre-COVID-19 activity levels.

There were 14,208 attendances to the District's Emergency Departments in June 2023, which is a 3.39% decrease from 14,706 in June 2022. YTD June Emergency Department attendances have increased by 7.23% to 176,471 when compared to the same period last year (164,572). For the month of June 2023, case weighted attendances have increased by 0.39% 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 **8.78%** from 182,788 in June 2021/22 YTD to 198,834 in June 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 June 2022/23 separations have increased **11.57%** when compared to YTD June 2021/22. However, there is still a significant decrease in separations compared to June 2018/19 YTD from 174,516 to 160,336 in 2022/23 YTD. The largest decrease has been in unplanned separations from 88,248 in 2018/19 to 75,222 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.

June 2022/23 YTD, the District's occupancy rate increased by 1.32% to 91.41% when compared to the 90.09% June 2021/22 YTD. The occupancy rate is also **4.23%** higher than the June 2018/19 YTD occupancy rate of 87.18%. 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. June 2023 has been a very challenging month for our hospitals. There was a 2.48% decrease in ETP during June 2023 to 54.82%, when compared to the same period last year. For the month of June 2023, 1,416 fewer patients were seen within target, compared to the same period last year. YTD June ETP also decreased by 4.41% to 57.47% when 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 June 2023 at 32.89%, which is a 0.84% 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 June 2023, with 84.28% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is a 4.68% increase when compared to the performance of 79.60% 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 June 2023. Triage Category 2 performance is below the target at 83.75% (target 95%) and is a decrease when compared to June 2022 by 0.33%. Triage Category 3 performance is below the target at 69.47% (target 85%) and a decrease of 6.41% compared to June 2022.

### **Planned Surgery**

There were **813** more planned surgeries performed in SLHD facilities in June 2023 when compared to the same period in the previous year, representing an increase of **45.78%** (excluding Collaborative Care

surgery). The District is continuing to working towards reducing the surgical backlog and increasing the capacity to complete deferred cases on the waiting list through a range of strategies including Collaborative care. 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 June 2023, SLHD returned to 0,0,0 surgical performance for selective surgery targets. YTD June surgical patients not ready for care increased by 22.89% (1,480) 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 to support overall capacity; however, the District is reducing utilisation of these arrangements as our hospitals return to business as usual.

#### Collaborative Care Activity

Facility	Jun-23	Jun-22	%Variance Month	YTD	Prev YTD	%Variance YTD
Canterbury Hospital		87	-	328	696	-52.87%
Concord Hospital	22	106	-79.25%	879	1,611	-45.44%
IRO		3	-	2	154	-98.70%
RPAH	127	296	-57.09%	2,216	3,887	-42.99%
<b>Total</b>	<b>149</b>	<b>492</b>	<b>-67.68%</b>	<b>3,425</b>	<b>6,348</b>	<b>-46.05%</b>

#### Emergency Surgery

There were 79 fewer emergency surgeries performed in the month of June 2023 when compared to the same month last year, representing a 6.73% 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 June 2023 Hospital in the Home overnight separations increased by **58.82%** 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*	153,580	147,779	-5,801	-3.78%
ED	23,398	23,436	38	0.16%
NAP**	46,776	42,131	-4,644	-9.93%
SNAP	13,918	13,592	-326	-2.34%
MH Admit <sup>^</sup>	22,170	19,910	-2,260	-10.19%
MH NAP	10,607	8,620	-1,987	-18.73%
<b>Total</b>	<b>270,448</b>	<b>255,468</b>	<b>-14,979</b>	<b>-5.54%</b>
Dental DWAU	63,095	59,608	-3,487	-5.53%
Dental NWAU#	7,462	7,050	-412	-5.53%
<b>Total (NWAU)</b>	<b>277,910</b>	<b>262,518</b>	<b>-15,392</b>	<b>-5.54%</b>

\*25 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 June 2023, 17.21% (2,266 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 338 (17.53%) patients who elected to use their private insurance compared to the same period last year and a decrease of 123 (5.15%) in total separations from previous month.

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

- RPAH – an increase of 185 (19.76%) private patients.
- Concord – an increase of 132 (15.42%) private patients.
- Canterbury Hospital – an increase of 31 (30.69%) private patients.
- IRO – a decrease from 22 to 16 private patients.
- Balmain Hospital – a decrease from 13 to 9 private patients.

#### **Single Room Usage**

For the month of June 2023, 9.64% of patients were flagged as infection control across the District.

For the month, 20% of all available single rooms were occupied by private patients and 40% of all private patients were accommodated in single rooms.

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

Key notes:

- SLHD Strategic Revenue Network meeting was held in June 2023. An update on the progress with PRNIP compliance levels was discussed. Progress in error management and outstanding edit checks was discussed with facility leads. Strategies are being implemented to standardise private patient officer workflow across all facilities. The MoH provided an outline of the various projects that are being undertaken.

- 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 200 registered users and a total \$3.47M has been raised through the portal to date.

## **REDESIGN AND SERVICE IMPROVEMENT**

### **The Pitch**

- The Pitch was held on 20 July 2023, as part of the Sydney Innovation and Research Symposium.
- The event followed a hybrid approach with face-to-face attendance including the ability to connect via live stream.
- The event welcomed five presentations, resulting in \$140,753 in prize money awarded to 2 pitches:
  - The '*Emergency – Ready to Run (and stop)!*' Pitch was awarded \$60,420 to replace current emergency trolleys that are taken to arrest calls with new trolleys that have brakes, steering and the ability to be taken off road. The inclusion of two LUCAS devices was also part of the request.
  - '*CKD Stewardship: Find, Tell, Act, Refer*' Pitch was awarded \$80,333 to implement a CKD Stewardship programme which incorporates the virtual detection of all admitted patients with stages 3a-5 CKD at Canterbury, RPA and Concord Hospitals, who are not already known to a nephrologist.
- The next Pitch event will be held on the 20 September at the Kerry Packer Education Centre, RPAH.
- Applications for submissions to the September Pitch will close on the 11 August 2023.

### **Centre for Healthcare Redesign (CHR) Graduate Certificate Program**

- HealthPathways Sydney Periodic Review Redesign:
  - The team are finalising the Diagnostic report and anticipate commencement of solutions exploration.
- Meeting Challenges through Collaboration at Balmain Hospital General Practice Casualty:
  - The next Implementation Advisory Group (IAG) is planned for August 2023 where each project solution will be reviewed.
- GPCanShare Redesign Project:
  - The team are working on a service evaluation and the first draft evaluation report to the CE in August 2023.
- Antenatal Redesign:
  - The team have completed all Diagnostics tasks including women and key stakeholder interviews and surveys.
  - Four key themes have emerged which include: access to care; co-ordination and integration of care; information and education to women and GPs; Patient values and preferences. These themes will now form the basis of Solution design.
- Osteoporosis Redesign:
  - The Project Management Plan and Tools were endorsed by CE, SLHD.
  - The team continue in the Diagnostic Phase of the project where they are collecting and analysing data, exploring patient and staff interviews and will then consolidate this into a diagnostic report.
- Clinical redesign of pathways for children aged 0- 8 years within Child and Family Health Services
  - The team have just commenced the project initiation phase where they are developing goals, objectives, governance and identifying risks and issues.



- Management of General Dental Assessment and Treatment Waiting List and Patient Journey at Sydney Dental Hospital
  - The team have just commenced the project initiation phase where they are developing goals, objectives, governance and identifying risks and issues.

## **HEALTHPATHWAYS**

### **Content Development and Maintenance**

Development and consultation continue for the localisation and Periodic Reviews of the following pathway sets:

- Wound Management content published to support the go-live of the SLHD Wound Care Command Centre on 3 July 2023. Pathway package includes new developments, content updates and full content reviews of the Wound Care and Burns HealthPathways.
- Hand Surgery (Localisation - In final stages following Clinical Re-Design referral process confirmation.
- Melanoma and other skin cancers (review - In collaboration with the Australian Melanoma Institute – pathway revisions have commenced publication.
- Obstetric and Antenatal content – ongoing update and revision, including changes reflecting the launch of Engage Outpatients in Canterbury Maternity.
- Collaboration with SLHD Eating Disorders Service Plan Implementation Committee, exploring the proposed new model of centralised access and support utilising rpaVirtual.
- In planning stages for review and update of HPS Homelessness content and DFV suite refresh.

### **CESPHN Funded Revision of Aged Care and Dementia HealthPathways**

The new incumbent has commenced high-level service mapping across the PHN region, with plans to commence full service and clinician engagement post wintertime.

### **ACI Redesign of our Current Periodic Review Process**

The ACI Re-Design of our Periodic Pathway Review process is in early Solutions planning, with the Diagnostics report out for Team review presently.

### **The Pitch**

Successfully supported the Chronic Kidney Disease Stewardship Pitch application at the SLHD Innovation week. New pathway and referral content alongside GP promotion is being developed to support the project led by Dr Lucinda Wynter.

### **Data collection**

The 1<sup>st</sup> of July 2023 saw the introduction of Google Analytics 4 (GA4), which replaced the analytics tool developed over the ten years of HealthPathways activities and website data collection. GA4 has changed and made redundant several specialist data collection processes employed until June 2023. The Program Team with Streamliners will be exploring new data streams available in the coming weeks to determine appropriate reporting standards as well as a process to archive previous analytics on the older program.

### **Utilisation of HealthPathways**

Utilisation remains consistent with previous months in 2023. Utilisation of COVID-19 specific content peaked in May, corresponding with the latest COVID-19 wave of infections and a general rise in winter respiratory illnesses.

	July 1-27 2023	June 2023	May 2023	April 2023	July 1-27 2022
Users	1,894	2,063	2,162	1,859	1,748
Sessions of use	12,285	12,996	14,347	11,215	12,838
Total Page Views	38,226	42,916	43,004	37,911	39,537

Specific COVID-19 HealthPathways content is unavailable at this stage following the migration to GA4.

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

For the period ended 30 June 2023, GF Expenditure was \$14.552M (0.63%) unfavourable to budget. This is consistent with the forecast provided to NSW Health. The impact of COVID-19 has seen an increase in expenditure and a decrease in revenue for the District during the financial year 2022/23.

The District's unfavourable result for YTD June 2023 was due to post COVID-19 Incremental expense i.e. PCR tests for patients attending ED or admitted in hospitals, inefficiencies in bed utilisation due to managing COVID-19 patients, unfunded COVID-19 testing clinics, and COVID-19 Mental Health Pathway. 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 June 2023 Expenditure decreased by \$263.287M (or 10.24%) compared to YTD June 2022, mainly because 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 \$192.286M YTD June 2023. Increase in FTE numbers and the impact of COVID-19 is contributing to these results.

Own Source Revenue was \$0.228M (1%) unfavourable to budget for the month of June 2023 and \$24.305M (8%) unfavourable to YTD June 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 \$31.469M unfavourable to YTD June 2023 GF Revenue budget.

The NCoS for June 2023 was \$94.401M favourable to budget. For YTD June 2023, the District's NCoS was \$42.720M favourable to budget. Excluding the \$91.854M favourability for Recurrent Allocation and \$2.947M favourability of Capital Allocations (due to timing difference of AARP), SLHD is \$52.081M unfavourable to NCoS budget.

The major variances for the month were:

## Expenditure

- GF Total Expenditure for the month of June 2023 was \$0.536M (0.25%) favourable to budget. The result for the month was primarily attributable to favourable results for Employee Related Expenses (\$19.549M), VMOs (\$7.179M) and Grants (\$0.321M) offset by unfavourable results for Goods and Services Expenses (\$19.947M) and RMR (\$2.957M).
- YTD June 2023, GF Total Expenditure was \$14.552M unfavourable to budget, primarily reflecting unfavourable results for Overtime (\$15.905M), Annual Leave Provision (\$23.926M), Superannuation (\$4.316M), RMR (\$6.188M) and VMO Payments (\$1.332M) offset by favourable results for Salaries & Wages (\$36.071M), Goods & Services (\$4.274M) and Grants (\$2.384M).

## Revenue

- Own Source Revenue for the month of June 2023 was \$0.228M (1%) unfavourable to budget, reflecting the unfavourable variances in Patient Fees (\$3.261M) offset by favourable results from User charges (\$1.327M), Grants and Contributions (\$0.206M), Other Sources of Revenue (\$1.500M).
- YTD June 2023 GF Revenue was \$24.305M (8%) unfavourable to budget. This result reflects unfavourable variance in Facility Fees (\$2.919M), Prosthesis Income (\$0.975M), Car Park Fees (\$2.203M), Pharmacy Sales (\$0.175M), Patient Fees (\$3.938M), Doubtful Debts \$12.938M offset by favourable variances in Grants and Contributions (\$1.353M). 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 \$31.469M unfavourable to YTD June 2023 GF Revenue budget primarily due to the impact of COVID-19.

## Special Purpose and Trust (SP&T)

SP&T NCoS was \$11.061M favourable to budget for the period of June 2023. This result reflects unfavourable budget variance for Expenditure (\$4.498M) and favourable for Revenue (\$15.559M).

## Consolidated Result

For the period ended 30 June 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$53.780M favourable to budget. The result comprises unfavourable variances for Expenditure (\$19.050M), Own Source Revenue (\$8.746M) and Doubtful Debts (\$12.938M).

## Financial Performance – Based on MOH Reporting Format

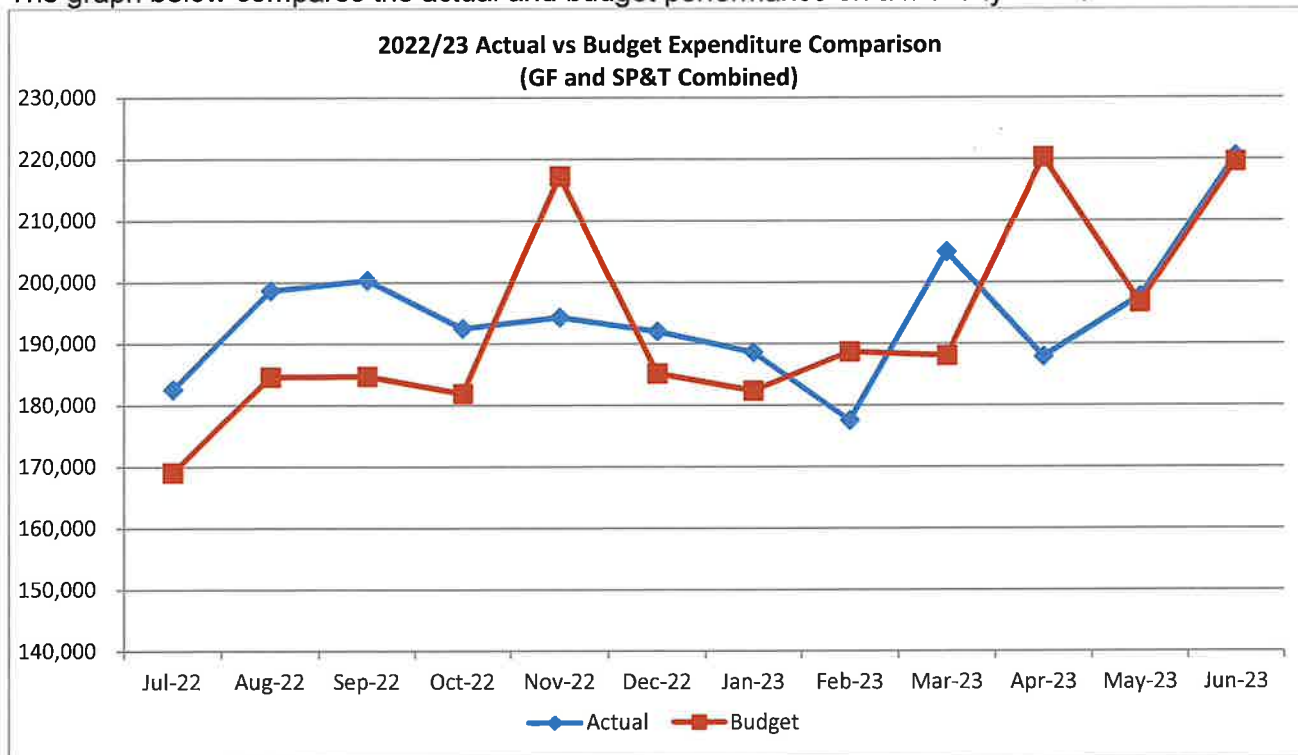
For the period ended 30 June 2023, SLHD recorded a Total Net Result of \$85.785M which was \$53.489M favourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD June 2023 was \$71.286M favourable to budget, reflecting an unfavourable budget variance for Expenditure (\$11.522M) and favourable variance for Revenue (\$82.808M).

For the YTD June 2023, Total Direct Revenue was \$82.808M favourable to budget, comprising favourable variances for the General Fund (\$67.165M) and SP&T Fund (\$15.643M). This result for the GF reflects unfavourable variances in Patient Fees, User Charges and Other Income offset by favourable variance in Grant Income and Government Contributions.

Total Direct Expenditure for YTD June 2023 was \$11.522M unfavourable to budget, reflecting an unfavourable variance for General Fund (\$3.945M) and SP&T Fund (\$7.578M). The result for the General Fund reflects unfavourable variances in Supporting Services & Utilities (\$4.247M), Direct Clinical Operating (\$7.502M), On-costs (\$29.800M) and VMOs (\$1.332M) offset by favourable variances in Salaries & Wages (\$36.071M), Grants (\$2.747M) and G&S Corporate (\$16.023M).

## Monthly Budget Performance

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



## Liquidity

The cash balance at 30 June 2023 for the SLHD Operating bank account was \$3.312M and the Operating Cash book balance was \$3.084M.

## Capital Works – SMRS Projects

As at 30 June 2023, the District's Full Year Capital works budget relating to SMRS Projects is \$21.523M comprising \$7.206M of MoH funded and \$14.317M of locally funded projects. In June 2023, a co-funded project (Sydney Biomedical Accelerator - \$0.721M) was approved by MoH.

Actual expenditure as at the end of June 23 was \$20.775M which was \$0.748M favourable on budget.

## Other Capital Projects

As at the end of June 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:

- Response to Submissions report has been issued to DPE.
- Progression of detailed design working groups with ECI contractor.
- Final Business Case (FBC) has been submitted to INSW gateway reviewers and planning day has been held.
- All three arts curatorium workshops took place.



- Construction continuation of the Anatomical Pathology and Gloucester House Bridge early works package.
- Continuation of design coordination sessions with the University of Sydney, Sy John's College and SBA architects.

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

Concreting works for the shell space and lift shaft were completed this month and the lift cart has been delivered to site in preparation for installation. Blockwork for levels 1 and 2 has commenced.

### **Concord**

#### **Concord Multistorey Carpark**

Key milestones for this reporting period:

- Site establishment of multistorey carpark has commenced.
- Civil works commenced.
- Diversion of inground services has occurred.
- Piling rig has been set up and piling works commenced.

### **CSSD Sterilising**

Over this reporting period, works on the Stage 1 dirty area were completed and hoarding for the Stage 2 phase of works has been erected. The existing steriliser area has been demolished and new sheeting for the ceiling is underway.

### **Canterbury**

#### **Education Modular Building**

The capital works program for the new Education Centre at Canterbury Hospital was completed in July 2023. The area has been commissioned and handed over for occupation.

### **Balmain Staff Hub**

The new beverage bay for the Balmain Staff Hub was installed in July. Service fit-offs are also complete and final painting touch-ups are underway. The project is on schedule to be completed and commissioned by the end of the month.

### **Sydney Dental Hospital Staff Hub**

The capital works program for the new staff hub at Sydney Dental Hospital was completed during this reporting period. The area has been commissioned and handover documentation submitted to the CE office for review and final approval before occupation.

## **PLANNING**

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

#### *Redrafted Strategic Initiatives*

The draft Strategic Plan Initiatives has been updated, incorporating staff views from the almost 500 staff consulted.

This redrafted Strategic Plan will be circulated for comment and amendment to those attending and participating in community consultations prior to the final Board/Executive Workshop planned for the 13<sup>th</sup> of October, 2023.

#### *Community Consultations*

The program and approach to Strategic Plan community consultations have commenced in collaboration with key units and services within the District. All consultations will be documented and

results sent to participants for review prior to sending to the CE and Board and informing the next draft of the Strategic Plan.

Each consultation will be specifically tailored to the respective priority population and undertaken in close collaboration with the appropriate units in the District.

### *Young People*

- A Youth consultation has been held with youth services and young people from across the SLHD at Ashfield Town Hall in collaboration with the Inner West Council (n=50).
- A youth survey has been developed for issue to young people via youth organisations and SLHD social media.
- A stall was held at the Patient and Family Experience Day at the Symposium to capture the views of the participating young people.

### *Aboriginal and Torres Strait Islander Communities*

- Major consultation planned for 1<sup>st</sup> September at NCIE, Redfern in collaboration with the Aboriginal Health Unit. Lunch will be provided. The Agenda has been developed.

### *General Consumer Forum*

- Major consultation planned for 17<sup>th</sup> August at Canterbury-Hurlstone Park RSL 10-12.30pm in collaboration with the Community Participation Unit. The consultation plans to feature art making.

### *Mental Health Consumer Consultation*

- 31<sup>st</sup> August at Burwood Park Community Centre in collaboration with SLHD Mental Health Service. The consultation will feature art making. Lunch will be provided.

### *Canterbury Multicultural Leaders Forum*

- 15<sup>th</sup> August at Canterbury Hospital Education Centre, 4pm-5pm in collaboration with the Diversity Hub.
- New and Emerging Communities Forum – in English with key informants

*In- Language Consultations* – Vietnamese, Chinese (Cantonese and Mandarin), Arabic planned for September dates TBD.

### *LGBTQIA+*

- Forum planned for early September- date and venue TBD in collaboration with Population Health.
- Survey tool to be developed.

### *People with Disability*

- On-Line consultation will be held on 14<sup>th</sup> September in collaboration with SLHD Disability Service.

### **Canterbury Hospital Stage 1 Redevelopment – Service Scope**

In response to the 2023 NSW Government election commitment for Canterbury Hospital, a service scope document is currently being developed for the priority services – 120 beds and services at Canterbury Hospital.

Work has been undertaken with the Mental Health Unit to develop the model of care for the proposed Canterbury 20-bed acute inpatient mental health service.

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

The final version of the Plan will be provided to the Ministry in the next few weeks after a consultation with Neurosurgery Services.

## **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 Domestic Violence Action Plan
- Inner West Child Health and Wellbeing Plan

## **SYDNEY RESEARCH**

Sydney Research continues to lead and contribute to the planning, design and consultation process for the Sydney Biomedical Accelerator. The initial phase of design development has recently concluded in July 2023 with 8 rounds of 8 Project User Groups, 12 specialty-focussed Working Groups and a series of 14 Technical Review Groups. These groups have involved clinicians, researchers and technical staff from across SLHD, University of Sydney (USyd) and the Centenary Institute. Upon completion, these groups had developed a series of initial minimum requirement/data sheets to support the schematic design of specific area types/specialised spaces planned across and within the complex. The next phase of detailed development will occur from August 2023. The SBA Project team are also finalising 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 12 July 2023, where the Committee endorsed the design development of the Core Research Facilities and Back of House areas, the Main Building Works Procurement Strategy, and the current budget and contingencies for Building B and the Isaac Wakil Biomedical Building. 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 SBA Project Control Group
- SLHD SBA Project Control Group (for Building B)
- USYD SBA Project Control Group (for IWBB)
- Joint SBA Operational Strategy Group
- Joint SBA Executive User Group
- Joint SBA Industry and Commercial Strategy Working Group
- Joint SBA Communications Working Group
- Joint SBA Events and Engagement Working Group

In July 2023, Sydney Research also coordinated the establishment of the SLHD SBA Internal Advisory Group, that is chaired by the Chief Executive and Prof Paul Torzillo, Executive Clinical Director, SLHD. The purpose of this committee is to provide advice and direction on the design development and operations of the SBA, representing the insights, needs and vision for Sydney Local Health District. The Committee consists of 30 representatives from across and within the District, who are actively involved or have an invested interest in research and innovation.

## **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 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.

## Sydney Innovation Week

Throughout Innovation Week, there were over 3,500 individuals attending in person and over 1,500 participating online in the events. Sydney Research supported the planning, coordination and production of the Sydney Innovation and Research Symposium held on Thursday, 20 and Friday 21 July 2023. Penny Schmidt, Deputy Director, Sydney Research, was the Executive Stage Producer for the Friday events in the main York Theatre, working closely with and supporting the Master of Ceremonies Dr Karl. Sydney Research also coordinated the highly successful Big Idea event and the Sydney Research Awards and Scholarships. The recipients of each event can be seen below:

### Big Idea

<b>Big Idea Winner</b>	Emma Charters, Speech Pathologist, COBL
<b>Big Idea Runner Up</b>	Prof Omid Kavehei, Deputy Head of School, Biomedical Engineering, University of Sydney
<b>People's Choice Award</b>	Emma Charters, Speech Pathologist, COBL

### Sydney Research Awards and Scholarships

<b>Clinician Researcher Scholarship</b>	Dr Chu Luan Nguyen, Advanced Trainee, General Surgery, SLHD and COBL  Dr Charles Risbey Senior Resident Medical Officer, General Surgery, Sydney Local Health District and University of Sydney
<b>Health Informatics Scholarship</b>	Dr Jeremy Tan, Clinical Glaucoma Fellow, USYD
<b>Annual Health Research Infrastructure Award</b>	Dr Anthony Cutrupi, Hospital Scientist, SLHD and ANZAC Research Institute
<b>Research Supervisor of the Year Award</b>	Professor Christine Lin, Sydney Musculoskeletal Health
<b>Young Researcher of the Year Award</b>	Professor Joshua Zadro, NHMRC Emerging Leader Fellow, Sydney Musculoskeletal Health  Dr Jacob Crouse, Research Fellow Brain and Mind Centre, University of Sydney
<b>Research Excellence - Publication of the Year</b>	Prof Christine Lin, Sydney Musculoskeletal Health

### 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. Briefings have also been 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**

Sydney Local Health District has renewed its partnership with Franklin Women for the fifth consecutive year. As part of our membership, our Staff are offered highly discounted access to a range of classes, workshops and webinars for professional development, access to the Franklin Women Mentoring Program, and access to the Franklin Women network. We have received outstanding feedback from staff, Mentors and Mentees regarding our partnership with Franklin Women and know that it continues to offer great insights, confidence and development.

## **SLHD Chief Commercial Officer**

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

- Draft SLHD Intellectual Property and Commercial Policy.
- 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 several 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 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
<b>EOI</b> outcomes announced, invitations to full application	30 November 2023
<b>Full application</b> internal deadline	2 February 2024
<b>Full application</b> deadline to OHMR	16 February 2024
<b>Full application</b> outcomes announced	May 2024
<b>Successful projects commence</b>	June/July 2024

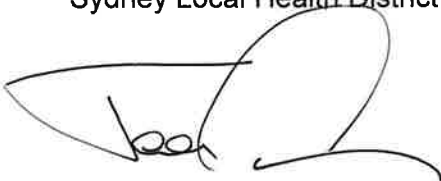
## Communications and Engagement

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.

## **CONCORD HOSPITAL MEDICAL STAFF COUNCIL**

Following concerns raised by members of the Concord Hospital Medical Staff Council, the NSW Health Ministry of Health, after discussion with the SLHD Board, has engaged ProActive ReSolutions to undertake an independent intervention to support employees at Concord Hospital by identifying actions to address issues raised and improve their overall workplace experience. This process is ongoing. Sydney Local Health District and its Executive remain fully committed to the process.



Dr Teresa Anderson AM  
**Chief Executive**  
Date: 12 August 2023