
Sydney Local Health District

Meeting One Hundred and Thirty Eight of the Board

Date: Monday 18 September 2023
Time: 9.00am – 11.00am
Venue: Teams / SLHD Boardroom
Chair: The Hon, John Ajaka, Chair

1. Present and apologies

The Hon, John Ajaka, Chair
Ms Ronwyn North, Member
Mr Rob Furolo, Member
Dr Mary Haines, Member
Mr Richard Acheson, Member
Dr John Sammut, Member
Mr Raymond Dib, Member
Dr Paul Hosie, Member
Mr John McGee, Member
Ms LaVerne Belleair, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

Adj/Professor Karen Crawshaw PSM, Member
Dr John Sammut, Member
Ms Kerry-Anne Hartman, Member

In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council
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 eight 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

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 21 August 2023.

The minutes of the meeting held on 21 August 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

4.2 CE Report – August 2023

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

5. Matters arising from the previous minutes

5.1 Action sheet

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

5.2 Brief – Surgical Waitlists

The Board received, read and noted this brief. This agenda item can be removed from the action sheet.

Feedback from FWLHD

Ms North provided a verbal report on feedback from the FWLHD Board Chair on the support that the SLHD provides to the FWLHD. The FWLHD Board Chair is very grateful to the SLHD Board and the Chief Executive for championing the relationship between SLHD, Broken Hill ED and the FWLHD and that the link up simply would not have happened without Dr Anderson. The Chair, FWLHD wanted the Board to know of their deep appreciation. A letter of thanks is to be sent to the Board Chair FWLHD.

6. Patient Story

The Chief Executive provided a verbal report from two patients with positive experiences who attended the Midwifery Group Practice at 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.

Minutes

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 an update on the Independent Review.

9. Chief Executive's report

The Board received, read and noted the Chief Executive's Report. The Budget will be handed down tomorrow.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – July 2023

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

9.1.2 Selected Performance Indicators – July 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 April to June 2023 was not available.

9.1.5 HAC Committee Report – July 2023

The Board received, read and noted this report, in particular the gradual improvement for the HACs.

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 received, read and noted the quarterly report for the period April – June 2023. The Board noted the period listed was incorrect and should read 2023.

(ii) Quality and Patient Safety

The Board received, read and noted this report.

(iii) SLHD Risk Register

The Board received, read and noted this report.

(iv) Disaster Management Board Report 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 October 2023.

At 10.00am the Board had a short five minute break.

9.6 Facility Reports – July 2023

(i) Balmain Hospital

The Board received, read and noted the Balmain Hospital facility report.

(ii) Canterbury Hospital

The Board received, read and noted the Canterbury Hospital facility report. The Board Chair attended the official opening of the Canterbury Hospital Education Centre.

(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. Lifehouse now have a new Board Chair. The Board agreed to send a "welcome" letter to the new Chair.

(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. Audits are conducted in relation to duress alarms and are also discussed at the Security and Violence Prevention Committee and are an ongoing work in progress.

Minutes

10. Matters for approval / resolution

Nil to report

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 14 August 2023. This Committee will be provided with a verbal commentary on all write-offs greater than \$100,000.

11.2 Education and Research Committee

The Board noted the next meeting is to be held on 18 September 2023.

11.3 Strategic Communication and Partnerships Committee

(i) Minutes of Meeting

The Board noted the next meeting is to be held on 3 October 2023.

(ii) Bi-Monthly Report

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

11.4 Audit and Risk Committee

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

11.5 Health Care – Clinical Quality Council

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

11.6 Health Care – Clinical Council

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

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 3 November 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 2 August 2023.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 26 September 2023.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 15 August 2023.

The MoH is working with the Districts for car charging stations. Ms North expressed her interest to be a member of this Committee.

12.2 Medical and Dental Appointments Advisory Committee

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

12.3 Finance Leaders Forum

The Board received, read and noted the minutes of the meeting held on 16 August 2023. Mr Ross Sinclair is on a secondment to WSLHD for six months and Mr Puneet Datta is acting as the Executive Director of Finance.

12.4 NSW Health / SLHD Performance Review Meeting

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

12.5 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 22 August 2023.

12.6 Major Procurement, Assets and Imaging Steering Committee

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

12.7 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 15 August 2023. The Chief Executive provided a verbal report including:

- Background of the Yaralla Estate
- Satellite pictures
- Trustee
- Use is restricted to Health Care
- No motor vehicles permitted on the paddocks.

Mr Ray Dib expressed an interest in being a member of the Committee. Calendar invites and meeting papers are to be provided to Mr Dib.

12.8 Concord Forensic Mental Health Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 19 July 2023. Two consultation sessions have been held with staff with positive feedback.

12.9 RPAH Redevelopment Executive Steering Committee

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

12.10 Security and Violence Prevention Committee

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

12.11 Contracts Implementation Committee

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

12.12 Enforceable Undertaking

The Board noted the meeting held on 10 August 2023 was cancelled. Feedback from SafeWork has been very positive.

13. Matters for noting

13.1 Sustainability Project

The Board received, read and noted this report.

13.2 Aboriginal Health Gala Day

The Board received, read and noted this report.

13.3 Allied Health Workforce

The Board received, read and noted this report.

13.4 Institute Academic Surgery Annual Report

The Board received, read and noted this report.

13.5 Specialist Palliative Care Strategic Plan

The Board received, read and noted this report.

14. Other Business

14.1 Agenda - City of Canada Bay Council Meeting

The Board discussed the CRGH Commemoration for the AHS Centaur and Vietnam Veterans' Day listed on the City of Canada Bay Council Meeting agenda. The Board agreed for the District to make contact with the City of Canada Bay today.

15. Next Meeting

The next meeting will be held on Monday 16 October 2023 at 9.00am in the SLHD Boardroom.

Minutes



The meeting closed at 10.30am

A handwritten signature in black ink that reads 'John Gyaha'.

Chair

16-10-2023

Date

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

COVID-19 UPDATE Sydney Local Health District

Screening

All COVID-19 screening returned to passive mode, with advice now recommending RAT kits be 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 has commenced 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 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 continues 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 July 2023, 100% of all Serious Adverse Events were reviewed within 60 days. YTD July 2023, 100% of all Serious Adverse Events were reviewed within 60 days.

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 July 2023 have decreased to 8.7% compared to the same time last year (13.5%). 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 June 2023, which is lower than the State average of 5.4%. Unplanned Emergency Representations (same ED within 48 hours) were 3.9% YTD July 2023, which is below the State average of 4.6%.

Staphylococcus Aureus Bloodstream Infections (SABSI) are above the target (1.0/10,000 bed days), with 1.1 per 10,000 bed days for the month of June 2023. There was one Central Line Associated Bloodstream (CLAB) infection reported in June 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 6.8 per 10,000 episodes, which is above the target of 5.7 for the 12-month rolling period of June 2022 – May 2023. The rate last month was 7.1. The instances of Fall Related Injuries decreased by 3 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 June 2022 – May 2023. The rate last month was 11.5. The instances of Hospital Acquired Venous Thromboembolism decreased by 22 during the period, when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Endocrine Complications** was 33.9 per 10,000 episodes, which is above the target of 29.7 for the 12 month rolling period of June 2022 – May 2023. The rate last month was 34.2. The instances of Hospital Acquired Endocrine Complications decreased by 69 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 July 2023, premium staff usage decreased by 9.24 for Medical Staff, 9.14 for Nursing Staff and 1.30 for Allied Health, 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 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 continues to make this very challenging.

All SLHD hospitals continue to work towards reducing the volume of deferred care in relation to planned surgery and outpatient clinics.

There has been a 6.55% increase in the number of separations (13,676) for the month of July 2023, when compared to the same period last year (12,835). In July 2023, the District's occupancy rate increased by 0.45% to 89.82% when compared to the 89.37% reported in July 2022, which highlights the return of pre-COVID-19 activity levels.

There were 14,381 attendances to the District's Emergency Departments in July 2023, which is a 4.28% increase from 13,791 in July 2022. For the month of July 2023, case weighted attendances have increased by 7.25% when compared to the same period last year representing a significant increase in the acuity of the patients presenting to the Emergency Department from 15,493 in July 2022 to 16,616 in July 2023.

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

July 2023 separations have increased **6.55%** when compared to July 2022. However, there is still a significant decrease in separations compared to July 2018/19 from 14,588 to 13,676 July 2023/24. There has been a decrease in unplanned separations from 7,288 in July 2018/19 to 6,376 in July 2023/24. 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.

Compounding this, SLHD facilities continue to be challenged by the variability and fluctuating volume of COVID-19 patients. For example, on 22 April 2023, there were 53 COVID-19 positive patients, and on 28 July 2023, there were 17 COVID-19 positive patients across the District's hospitals.

The District's lack of single rooms in its hospitals continues to impact on the efficiency 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 continues 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 continues to impact on our private patient revenue. The obstetricians have taken these patients to private hospitals because of the lack of access to private postnatal. 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 also 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)

The District continues to work on its ETP performance. July 2023 has been a very challenging month for our hospitals. There was a 4.20% decrease in ETP during July 2023 to 54.54%, when compared to the same period last year. For the month of July 2023, 258 fewer 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 increased acuity of patients. Admitted ETP was below target (50%) for the month of July 2023 at 33.16%, which is a 2.94% increase 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 July 2023, with 85.68% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is a 0.05% increase when compared to the performance of 85.63% 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, 2, 4 and 5 targets for the month of July 2023. Targets for triage categories 2 and 3 have been updated to $\geq 80\%$ and $\geq 75\%$ in the NSW Health/SLHD Service Agreement 2023-2024. Triage Category 3 performance is below the target at 71.20% (target 75%) and is a decrease when compared to July 2022 by 12.34%.

Planned Surgery

There was an increase of **437** planned surgeries performed in SLHD facilities in July 2023 when compared to the same period in the previous year, representing an increase of **23.65%** (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.

For the month of July 2023, SLHD maintained 0,0,0 surgical performance for selective surgery targets. YTD July surgical patients not ready for care decreased by 7.83% (125) 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 has significantly reducing utilisation of these arrangements by 74% as our hospitals return to business as usual.

Collaborative Care Activity

Facility	Jul-22	Jul-23	%Variance Month
Canterbury Hospital	80	0	-
Concord Hospital	114	0	-
IRO	2	0	-
RPAH	267	119	-55.43%
Total	463	119	-74.30%

Emergency Surgery

There were 12 fewer emergency surgeries performed in the month of July 2023 when compared to the same month last year, representing a 1.03% 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. July 2023 Hospital in the Home overnight separations increased by **46.71%** when compared to the same period last year.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

NWAU Activity against Target

The District finished under target for NWAU activity, with a -5.37% variance for financial year 2022/23, excluding Dental.

Stream	Target	Actual	Variation	Variation %
Acute*	172,770	166,166	-6,605	-3.82%
ED	25,532	25,532	0	0.00%
NAP**	50,968	46,262	-4,707	-9.23%
SNAP	13,918	13,592	-326	-2.34%
MH Admit [^]	22,170	19,910	-2,260	-10.19%
MH NAP	10,607	8,620	-1,987	-18.73%
Total	295,966	280,081	-15,885	-5.37%
Dental DWAU	63,095	59,608	-3,487	-5.53%
Dental NWAU#	7,462	7,050	-412	-5.53%
Total (NWAU)	303,428	287,131	-16,297	-5.37%

*18 uncoded episodes

**Inclusive of COVID clinics and the Special Health Accommodation

[^] 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 July 2023, 17.46% (2,259 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 362 (19.08%) patients who elected to use their private insurance compared to the same period last year and a decrease of 7 (0.30%) in total separations from previous month.

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

- RPAH – an increase of 133 (13.83%) private patients.
- Concord – an increase of 204 (25.22%) private patients.
- Canterbury Hospital – an increase of 34 (34%) private patients.
- IRO – a decrease from 16 to 6 private patients.
- Balmain Hospital – an increase from 10 to 11 private patients.

Single Room Usage

For the month of July 2023, 9.40% of patients were flagged as infection control across the District.

For the month, 17% 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 July 2023. An update on the progress with PRNIP compliance levels was provided, showing improvements in compliance across the facilities. Error levels and outstanding edit checks were discussed with facility leads. 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 203 registered users and a total \$3.59M has been raised through the portal to date.

REDESIGN AND SERVICE IMPROVEMENT

(Next report due in November 2023)

HEALTHPATHWAYS

Content development & maintenance

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

- Full suite review of Diabetes content to reflect the criteria and service provision changes from the SLHD Diabetes Model of Care project.
- Publication of updated Acute Respiratory content to support rpaVirtual service provision.
- 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

Service mapping across CESPHN region continues. Workgroup planning has commenced. RACF support content is being developed to reflect the rollout of the FLORENCE support platform in SLHD based RACFs.

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

Data collection

Google Analytics 4 (GA4) was introduced on 1 July 2023 replacing the analytics tool we have deployed over the ten years of HealthPathways activities and website data collection. GA4 has changed and made redundant several of the specialist data collection processes we have 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.

Usage of HealthPathways

Utilisation remains consistent with previous months in 2023. Utilisation of COVID-19 specific content is slowly decreasing. Overall user engagement is high, with the Sydney Program ranking as the highest utilised by region based on population and GP numbers.

	August 1-24 2023	July 2023	June 2023	May 2023	August 1-24 2022
Users	2,047	2,233	2,063	2,162	1,667
Sessions of use	12,375	15,725	12,996	14,347	10,996
Total Page Views	38,239	48,350	42,916	43,004	34,740

FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS

GENERAL FUND (GF)

The 2023/24 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 July 2023 based on the District's budgeted NCoS.

For the period ended 31 July 2023, GF Expenditure was \$3.482M (1.9%) unfavourable to budget. The District's unfavourable result for YTD July 2023 was due to pending budget supplementation from MoH for RPA Virtual Care Centre and uplift in July 2023 of BAU activities.

YTD July 2023 Expenditure increased by \$7.095M (or 3.94%) compared to YTD July 2022. The average monthly expense rate increased from \$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, decreased to \$190.042M (excluding LSL adjustment in June 2023) for the 2022-23 Financial Year and decreased to \$187.127M in July 2023.

Total Revenue was \$0.517M (0.3%) favourable to budget for the month of July 2023 due to favourable results in Doubtful Debts \$0.764M (due to reduction in the provision of doubtful debt for Quarantine Hotel Fees) offset by unfavourable results in Own Source Revenue \$0.247M. The District continues to see unfavourable results in Patient Fees, Prosthesis income and Car Parking Fees as a result of the impact of COVID-19.

The NCoS for July 2023 was \$2.965M unfavourable to budget.

The major variances for the month were:

Expenditure

- GF Total Expenditure for the month of July 2023 was \$3.482M (1.90%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Salaries & Wages (\$2.599M), Overtime (\$1.628M), Annual Leave Provision (\$0.582M), Superannuation (\$1.585M), VMOs (\$1.865M) and RMR (\$0.036M) offset by favourable results for Goods and Services Expenses (\$4.876M) and Grants (\$0.098M).

Revenue

- GF Revenue for the month of July 2023 was \$0.517M (0.3%) favourable to budget, reflecting the favourable variances in Grants and Contributions (\$0.361M), Facility Fees (\$0.491M), Pharmacy Sales (\$0.121M) and Doubtful Debts \$0.764M offset by unfavourable variances in Prosthesis Income (\$0.001M), Car Park Fees (\$0.320M) and Patient Fees (\$0.036M).

Special Purpose and Trust (SP&T)

SP&T NCoS was \$3.308M unfavourable to budget for the period of July 2023. This result reflects unfavourable budget variance for Expenditure (\$3.321M) and favourable for Revenue (\$0.013M).

CONSOLIDATED RESULT

For the period ended 31 July 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$6.273M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$6.803M), Own Source Revenue (\$0.234M) and favourable for Doubtful Debts (\$0.764M).

Financial Performance – Based on MOH Reporting Format

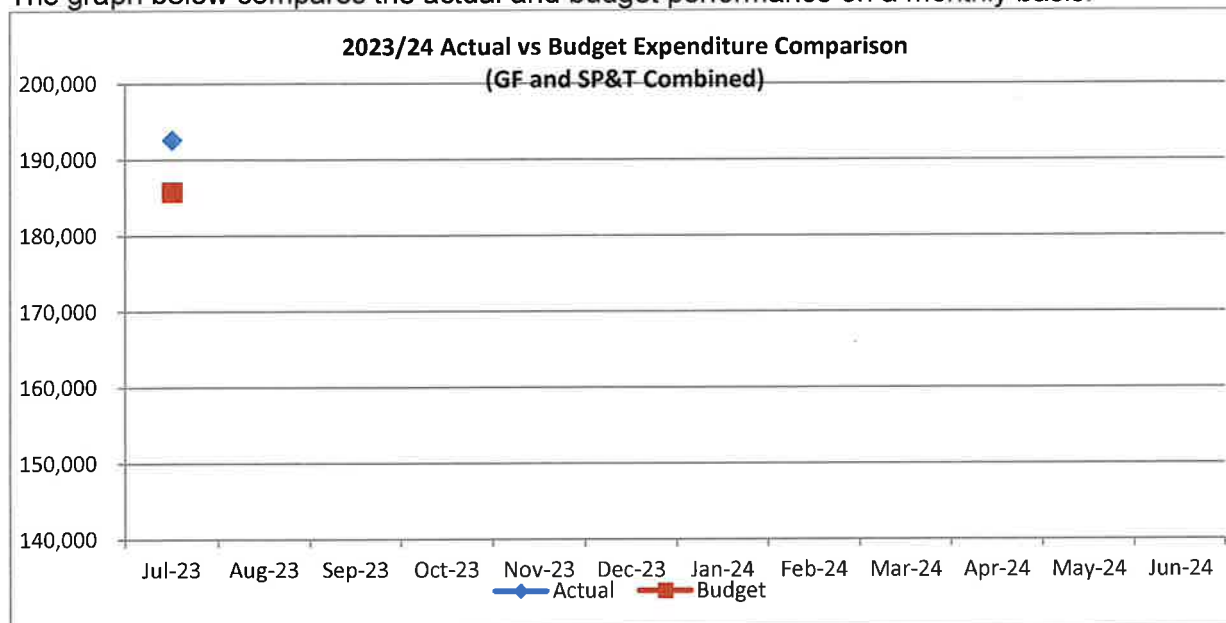
For the period ended 31 July 2023, SLHD recorded a Total Net Result of \$11.711M which was \$6.281M unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD July 2023 was \$4.130M unfavourable to budget, reflecting an unfavourable budget variance for Expenditure (\$3.888M) and for Revenue (\$0.242M).

For the YTD July 2023, Total Direct Revenue was \$0.242M unfavourable to budget, comprising unfavourable variances for the General Fund (\$0.247M) and favourable variances for SP&T Fund (\$0.005M). This result for the GF reflects unfavourable variances in Patient Fees and Other Income offset by favourable variance in User Charges and Grant Income.

Total Direct Expenditure for YTD July 2023 was \$3.888M unfavourable to budget, reflecting an unfavourable variance for General Fund (\$3.351M) and SP&T Fund (\$0.537M). The result for the General Fund reflects unfavourable variances in Salaries & Wages (\$2.600M), G&S Corporate (\$2.544M), On-costs (\$2.233M) and VMOs (\$1.865M) offset by favourable variances in Grants (\$0.099M), Supporting Services & Utilities (\$0.649M) and Direct Clinical Operating (\$6.771M).

Monthly Budget Performance

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



Liquidity

The cash balance at 31 July 2023 for the SLHD Operating bank account was \$14.292M and the Operating Cash book balance was \$14.307M.

Capital Works – SMRS Projects

As at 31 July 2023, the District's Full Year Capital works budget relating to SMRS Projects is \$13.419M comprising \$2.675M of MoH funded and \$10.744M of locally funded projects. In July 2023, three locally funded projects (one Canterbury Hospital CT Scanner for \$1.800M and two CRGH CT Scanners for \$6.250M) and were approved by MoH.

Actual expenditure as at the end of July 23 was \$0.510M which is marginally on budget.

Other Capital Projects

As at the end of July 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 detailed design working groups with ECI contractor and second round of PUGs.
- Facility Wide User Groups (GWUGs) commenced.
- ECI investigative works on the campus are underway.
- The FBC has been issued to INSW gateway reviewers and both the planning day and interview days have been completed.
- Works to Gloucester House bridge completed and opened to the public.
- Lambie Dew Drive turning bay and Gloucester House forecourt works complete.

- Anatomical Pathology construction works are underway, with planning of the operational commissioning and handover commencing mid-October 2023.

Rapid Autopsy – shell space and lift

Lift installation works commenced in this reporting period and blockworthy for Levels 1 and 2 are complete. Painting preparation works have commenced and fire detection services, including sprinkler rough-in, is underway.

Specialist Outpatients Department- KGV L8

Demolition works to the Specialist Outpatient Service were underway this reporting period, with electrical and mechanical service disconnections also completed. Framing is set out for new walls and procurement is underway.

New Comms Room – KGV L5

Stage 1 works for the new communications room at KGV L5 were completed during this reporting period. Planning is currently underway to commence comms rack relocations.

Concord

Concord Multistorey Carpark

Key milestones for this reporting period:

- Civil works underway.
- Piling rig set up and piling works underway.
- Bulk excavation commenced.
- Piling works commenced.

CSSD Sterilising

Throughout this reporting period, Stage 2 works, including demolition and new sheeting for the ceiling, was completed. Procurement and project planning continues in preparation for the additional new sterilisers to be delivered to site.

Balmain

Staff Hub

Capital works for the new Balmain Hospital staff hub progressed well throughout the month, with final painting touch-ups and plumbing service fit-off work underway. The project remains on schedule to be completed by the end of this month.

Sydney Dental Hospital

Staff Hub

Stage 2 works for the Sydney Dental Hospital Staff Hub commenced this month, including the demolition of the existing kitchen and removal of flooring. Air conditioning rough-in has been completed and floor topping is underway.

Gender Centre Marrickville

The capital works program for the Gender Centre at Marrickville was completed this reporting period. The area has been commissioned and handed over for occupation.

PLANNING

District Health Care Services Plan (HCSP) Scoping Paper

The Planning Unit has developed a scoping paper for the District Healthcare Services Plan, which will provide the core strategic direction and priorities for the Sydney Local Health District (the District) clinical and community services over the next five years.

The HCSP will outline and reflect the interface of:

- Clinical Stream Priorities – as outlined in the approved SLHD Clinical Stream Position Papers.
- Facility Priorities – as outlined in the approved SLHD Facility Strategic Plans.
- Priority Service Areas.

Priority Service Areas for the SLHD for 2024-2029 include the following:

- Prevention/Health Promotion
- Aboriginal Health
- Mental Health
- Patient Flow + Virtual Care
- Surgery, particularly complex surgery
- Precision Medicine

Consistent with the SLHD Strategic Plan (2024-2029), the HCSP will closely reflect and align with NSW Health's *Future Health: Guiding the next decade in care in NSW 2022-2032*.

Consultations with the community and staff will inform this plan.

SLHD Strategic Plan 2024 2029

Redrafted Strategic Initiatives

The draft Strategic Plan Initiatives (the Initiatives) has been updated, incorporating staff views from the almost five hundred staff consulted. This redrafted set of initiatives will be circulated to all participating staff, senior executives and Clinical Directors to thank them for their contribution.

These Initiatives will form the basis of the comprehensive community consultations prior to the final Board/Executive/Clinical Director Workshop planned for the 13th of October 2023.

Community Consultations to date:

During July, consultations related to Young People were undertaken.

During August, the following community consultations related to the Strategic Plan were held:

- General Consumer Forum.
- Mental Health Consumer Consultation.
- Canterbury Multicultural Leaders Forum.
- New and Emerging Communities Forum.
- In- Language Consultations – Vietnamese and Chinese.

Further consultations will be held in September with:

- Aboriginal and Torres Strait Islander communities.
- LGTQI+ communities.
- In- Language Consultation – Arabic.

- People with Disability.
- Older People.
- People with Dementia.

Each of these consultations has been thoroughly documented.

Canterbury Hospital Stage 1 Redevelopment – Service Scope

Finalisation of the Canterbury Hospital service scope document has been undertaken for the consideration of the Canterbury Hospital redevelopment Executive Steering Committee. This work includes priority services and the model of care and service considerations for the proposed 20-bed inpatient Mental Health service.

RPA Stage Two Service Plan

Building from the RPA Stage 2 Capital Investment Proposal (CIP) submitted to the MoH, additional service planning has been undertaken on RPA Stage 2.

Inner West Child Health and Wellbeing Plan

The Planning Unit has led and facilitated stakeholder consultations, which has included NGOs, CESP HN, Education, Dept of Communities and Justice and SLHD health service. Two face-to-face and one virtual consultation were held to contribute to the draft Child Health and Wellbeing Plan (2024-2029).

Concord Repatriation General Hospital Stage 2 Planning

The final version of the Plan will be provided to the Ministry after finalisation of selected staff comments on the Plan.

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
- Community Health Allied Health Plan

SYDNEY RESEARCH

Sydney Biomedical Accelerator

Sydney Research continues to lead on behalf of SLHD and contribute to the planning, design and consultation process for the Sydney Biomedical Accelerator. The initial phase of schematic design development recently concluded in July 2023, which involved eight rounds of eight Project User Groups, 12 specialty-focussed Working Groups and 14 Technical Review Groups. The next phase of detailed design commenced in August 2023 and will involve a further three rounds of six Project User Groups, 14 specialty-focussed Working Groups and a series of eight Technical Review Groups. These groups have involved clinicians, researchers and technical staff from across SLHD, University of Sydney (USyd) and the Centenary Institute. This phase will assist in progressing the design of the complex to 70% by December 2023 and form the tender brief required to engage a Main Building Works Contractor in early 2024 for the commencement of construction by June 2024.

Upon completion of the schematic design, we were able to progress the submission of the State Significant Development Application (SSDA) to the NSW Department of Planning. The submission of the SSDA is a significant milestone for the project and will enable the commencement of construction

under appropriate approvals from June 2024. A 'Thank You Morning Tea' event acknowledging the contributions of all participants in the design development process was held on Thursday 31 August 2023.

Governance and Committees

The SBA Executive Steering Committee (ESC) met on 10 August 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. The Committee had also endorsed a proposal for the scope of a Joint Biobank Facility spanning Level 2 of Building B and the Isaac Wakil Biomedical Building, which was jointly prepared by A/Prof Taylor, Ms Schmidt and representatives of the University. 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
- 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
- SBA Building B Project User Group
- SLHD/USYD BAM Interface Meeting
- SBA Building B Theme Leader Meetings
- SBA/RPA Interface Meetings
- Ad hoc discussions as required to support design development.

SLHD SBA Internal Advisory Group

The SLHD SBA Internal Advisory Group, chaired by the Chief Executive and Prof Paul Torzillo, Executive Clinical Director, SLHD met on 15 August 2023. The Advisory Group discussed the current scope, objectives and strategy for Gloucester House and Building B on the Royal Prince Alfred Hospital campus and as part of the SBA complex. During this meeting, the appropriate ratio of dry workspaces to laboratory bench space was agreed, the preliminary allocated research themes for Building B, and that two additional committees would be established over the coming weeks – including a Gloucester House Advisory Committee and an Internal SBA Coordination Committee that would support the Internal Advisory Group.

Infrastructure NSW Gateway Assurance

Following the Infrastructure NSW (INSW) 'Health Check' conducted in June 2023, it was agreed by SLHD/NSW Health that a Full Business Case would be developed and submitted by December 2023 and would undergo an INSW Gateway 2 Assurance review in early 2024. The timing of the Business Case and its assurance review is critical to ensure the financial commitment to the project as part of the March 2024 Budget and required prior to the engagement of a Main Building Works Contractor. Capital Insight was engaged by SLHD to support the preparation of the Final Business Case and address the requirements of the Gateway 2 Assurance process.

A/Prof Taylor and Ms Schmidt have been regularly meeting and are working closely with Capital Insight in the preparation of the Final Business Case and have been coordinating the required components of the Business Case with the relevant SLHD Executives and representatives of the University's

Infrastructure and Strategic portfolios. Currently, A/Prof Taylor and Ms Schmidt have been coordinating the development of:

- A high-level operational strategy for the SBA complex through the SBA Operational Strategy Group. A dedicated workshop has been arranged for 7 September 2023 with representatives of the SLHD and University, which would be led by A/Prof Taylor and Dr Jeremy Hammond, Director, Strategic Ventures, USYD.
- A high-level commercial strategy for the SBA complex through the SBA Industry and Commercial Strategy Working Group and the SLHD Chief Commercial Officer. The strategy would consider the existing SBA Innovation Hub in Gloucester House (office space), the SBA Industry Growth Centre in the Isaac Wakil Biomedical Building (laboratory space), and the Sydney Knowledge Hub on City Road (incubator space). The high-level principles have been discussed in a recent meeting of the Industry Working Group, with a draft detailed strategy under development. To support the strategy and inform the FBC and the Industry Growth Centre, a direct industry engagement process is also planned and expected to occur over the coming months.
- A high-level IT infrastructure and technology strategy with the SLHD Digital Health and Innovation team, which will consider a model for converging the networks between SLHD and USYD to facilitate teams working across the three SBA buildings.

It is important to note that these high-level strategy documents are to support the initial framing for the design and operational considerations of the complex. It is expected that they will be developed in detail and refined further over the coming years.

Communications

An interim branding for the SBA has been developed, recognising the partnership of the District and University and is currently being used to standardise formal documentation, presentation and communication elements for the project and across its governance committees. The design of the hoarding surrounding the project site is close to finalisation and is expected to be implemented over the coming weeks.

Sydney Research has been working with the SLHD Strategic Relations team and University representatives to develop an SBA newsletter, which will showcase key milestones, provide updates on project progress, and offer opportunities to get more involved as part of the SBA ecosystem. The newsletter will be distributed quarterly, and the first issue is expected to be released in the first week of September 2023. In addition to the newsletter, we are updating the website to improve its accessibility, design and update the information presented to reflect the latest project developments.

Innovation Precincts

Tech Central

Multiple Committees associated with Tech Central have been on hold while there are developments in the positioning of Greater Cities Commission (to become Planning NSW) and in the ongoing management of Innovation Precincts by the NSW Government. The SLHD Chief Executive remains engaged and involved as a member of the Tech Central Interim Leadership Group.

A/Prof Taylor and Ms Schmidt are involved in the Tech Central Economic Framework Investigations led by the Greater Cities Committee and in their engagement of the consulting firm ACIL. A/Prof Taylor is part of the Tech Central Economic Framework Project Control Group, and Ms Schmidt is part of the Tech Central Economic Framework Working Group. The purpose of this work is to develop the Tech Central Economic Framework that will be managed and reviewed through a Project Control Group and Working Group structure, reporting through to the Interim Leadership Group.

Sydney Innovation Precinct for Health Education Research (SIPfHER)

The next meeting of the SIPfHER Precinct Council chaired by Mr Paul Robertson AO will be held on 8 September 2023 and involves the SLHD Board Chair, SLHD Chief Executive, USYD Deputy Vice Chancellor (Research), USYD Pro Vice Chancellor (Medicine and Health) and the Centenary Institute Board Chair. The September meeting will focus on precinct-wide opportunities for growth and significant infrastructure development, which will be presented by Mr Greg Robinson, Chief Infrastructure Officer, USYD and will discuss opportunities, including the former West Connex Dive Site (proposed Camperdown Biotechnology Hub) and the Medical Foundation Building along Parramatta Road. The District's involvement on the Camperdown Biotechnology Hub proposal is detailed below in a separate section. Regarding the former Medical Foundation Building, the University had recently exchanged the site to Wentworth Capital for the establishment of a 30,000m² Biomed, Life Sciences and Innovation Hub in proximity and intended to complement RPA/USYD and the SBA initiative.

In addition to the above, A/Prof Taylor and Ms Schmidt are working with the SLHD Strategic Relations portfolio on the development of branding and a dedicated prospectus for SIPfHER that aligns with the principles for the region and showcases the precinct as an internationally recognised hot-spot for health, research, education and innovation.

Precinct Committees

A/Prof Taylor and Ms Schmidt are members of the Precinct Posse and NSW Health Innovation Precinct Community of Practice, which both hold monthly meetings that bring together leaders across the multiple Innovation Precincts in NSW and to share information, opportunities and advice for the development of each Precinct. The recent Community of Practice was held on 30 August 2023 and involved presentation updates from Randwick, Murrumbidgee, Liverpool, Westmead, St Vincent's and St Leonards Innovation Precincts. SIPfHER has been scheduled to provide an update at the next meeting.

Camperdown Biotechnology Hub

Sydney Research continues to be involved in a dedicated Project Working Group with representation from five (5) inter-Government agencies (Sydney Local Health District, 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, Tech Central and how this site/ proposal would complement the strategic vision and objectives of the SBA. All appropriate NSW Government priorities are discussed and considered by this group during these discussions.

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 Sydney (USyd) 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 Property NSW on behalf of the 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 of and involvement in the initiative. Further discussions will be scheduled over the coming weeks to agree a pathway forward.

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 and SIPfHER 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 Kruszelnicki. 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

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

Sydney Research Awards and Scholarships

Clinician Researcher Scholarship	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
Health Informatics Scholarship	Dr Jeremy Tan, Clinical Glaucoma Fellow, USYD
Annual Health Research Infrastructure Award	Dr Anthony Cutrupi, Hospital Scientist, SLHD and ANZAC Research Institute
Research Supervisor of the Year Award	Professor Christine Lin, Sydney Musculoskeletal Health
Young Researcher of the Year Award	Professor Joshua Zadro, NHMRC Emerging Leader Fellow, Sydney Musculoskeletal Health Dr Jacob Crouse, Research Fellow Brain and Mind Centre, University of Sydney
Research Excellence - Publication of the Year	Prof Christine Lin, Sydney Musculoskeletal Health

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.

We are also pleased to share that Franklin Women will formally establish an office as part of the SBA Innovation Hub from August 2023. The presence in the SBA Innovation Hub will be the first physical office for Franklin Women, which will be a crucial component to strengthening the research and innovation ecosystem within Camperdown and in support of the SBA. In February 2023 and with the support of the Sydney Research team, Franklin Women was awarded funding from the NSW Minister of Health to support their growth and expansion across NSW and in their physical positioning within SIPfHER. Franklin Women will be arranging a series of seminars, Mentoring Events, and training opportunities using local facilities at Camperdown that will attract partners from across NSW and the ACT.

SBA Innovation Hub

In addition to Franklin Women, Sydney Research has been coordinating the initial pilot of the SBA Innovation Hub and working with select teams across the District to trial the space. We have been working with the SLHD Digital Health and Innovation team to implement the latest technology and meeting room functionality to support the capabilities and vision for the Hub. The booking system for the Hub was launched in August 2023 and can be arranged via the Sydney Research team. With the endorsement of the Chief Executive and following the initial pilot, we will be launching internal application for use of the Hub from early September 2023. Following the successful trial, we will commence applications for external industry partners and research teams in October 2023.

Deputy Director, Sydney Research and SIPfHER

Following a competitive selection and interview process, we are pleased to announce that Ms Penny Schmidt has been appointed as Deputy Director, Sydney Research and SIPfHER. Ms Schmidt joined the Sydney Research team in 2019 and has held several roles within the portfolio, including acting in the Deputy Director, Sydney Research position since 2021. Ms Schmidt will continue to work closely with A/Prof Taylor, Executive Director, Sydney Research and SIPfHER and the SLHD Chief Executive in the expansion and promotion of research, education, innovation and commercial strengths of SLHD and SIPfHER, our industry and research partnerships, and in the delivery of the SBA initiative.

SLHD Chief Commercial Officer

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

- Establishment of the refreshed Intellectual Property Committee, to be chaired by Dr Francisco
- Draft SLHD Intellectual Property and Commercial Policy and guidelines
- ClinTrial Refer – Renewal of the Collaboration Agreement between SESLHD and SLHD, and ongoing licencing arrangements.
- SBA Industry Working Group – Dr Francisco as Co-Chair and Sydney Research as members of the SBA Industry Working Group to co-develop a commercial engagement strategy with the University of Sydney for the complex
- A diverse range of commercial matters involving SLHD staff and our partners

Preparation of a Commercial Strategy for the SBA and case study summaries that will support the Final Business Case required by Infrastructure NSW

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:

- Coordination meetings for the National Health and Innovation Precinct Summit
- Launch of the Institute for Academic Medicine
- SIWCF Research X Factor – Pitch Event
- SLHD LGBTIQ+ Steering Committee
- ClinTrial Refer
- Franklin Women Executive Advisory Committee
- SLHD Social Media Steering Committee
- SLHD Public Health Unit Research Steering Committee
- NSW Health Innovation Precinct Community of Practice
- EVIDENCE Study Steering Committee

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: 18.9.23