

Sydney Local Health District

Meeting One Hundred and Thirty Nine of the Board

Date: Monday 16 October 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
Adj/Professor Karen Crawshaw PSM, Member
Dr John Sammut, Member
Dr Teresa Anderson, AM, Chief Executive (Departed 10.08am)
Ms Lou-Anne Blunden, Acting Chief Executive

Apologies

Ms Kerry-Anne Hartman, Member

In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council
Dr Genevieve Wallace, Executive Director, Operations
Dr Andrew Hallahan, Executive Director Medical Services, Clinical Governance & Risk
(Departed 10.33)
Ms Sarah Reeves, Observer
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 nine of the Sydney Local Health District (SLHD) Board.

3. Declaration / Removal of conflicts of interest

The Chair advised to declare / remove any conflicts of interest at this meeting.

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

4. Confirmation of previous minutes

4.1 Minutes of the previous meeting held 18 September 2023.

The minutes of the meeting held on 18 September 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

4.2 CE Report – September 2023

The Chair declared that the CE Report for September 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.

Presentation: Voluntary Assisted Dying

Dr Hallahan presented on Voluntary Assisted Dying including:

- Acknowledgement of Country
- Thank you to Ms Bellel for your input into this presentation
- Patient Case Study
- Voluntary Assisted Dying in NSW
- Parliament passed the Act in 2022 and eligible
- Patients can choose to access Voluntary Assisted Dying in NSW from 28 November 2023
- Who is eligible to access Voluntary Assisted Dying
- Key points
- Decision making capacity
- Who is eligible to provide Voluntary Assisted Dying
- Practitioner roles and estimated time requirements
- Voluntary Assisted Dying process - 11 steps
- Outline of Voluntary Assisted Dying process
- NSW Voluntary Assisted Dying Care Navigator Service
- Voluntary Assisted Dying Pharmacy Service
- Oral Substance kit and IV substance kit
- Primary Diagnosis of applicants for Voluntary Assisted Dying in Victoria and Western Australia

- Applicant demographics in Victoria June 2019 - June 2022
- What to expect – Experience in Voluntary Assisted Dying in Victoria and Western Australia
- Participating Medical Practitioners from other States
- Expectations for the SLHD
- Obligations of Health Care Workers
- Recognising a first request
- Role of Medical Practitioners who are not authorised Voluntary Assisted Dying practitioners and receive a first request.
- Death Certificates
- Education and Training
- Support for Staff
- How to find out more about Voluntary Assisted Dying

Following the presentation the Board discussed:

- Discussions are occurring with Religious Leaders at a state level.
- Communications with Multi Cultural NSW
- Compassionate and person centred care for residents in our District
- Provision to provide the service for those that may want to die at home
- Does not replace Palliative Care Services

The Board thanked Dr Hallahan for the comprehensive presentation and for attending the meeting.

6. Patient Story

Ms Blunden provided a verbal report on how our District's Homelessness Team assists the homeless to get access to Health Care.

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 an update on the Independent Review.

9. Chief Executive's report

The Board received, read and noted the Chief Executive's Report including:

- COVID vaccination clinics are still running.
- According to the Ministry of Health Framework, the District remains at Performance Level 0, the highest achievable level.
- 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.
- 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.
- The District continues to work on its ETP performance. August 2023 has been a very challenging month for our hospitals. Meetings are held daily to discuss strategies.
- There was an increase of 386 planned surgeries performed in SLHD facilities in August 2023 when compared to the same period in the previous year, representing an increase of 17.21% excluding Collaborative Care surgery.
- 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.
- Single room use is improving.
- Financial Performance
 - The budget will be tight
 - Need to look at spending and standardize processes
 - District Executive are working with the General Managers commencing with a review on the utilisation of all our fleet cars
 - Finance Department are working on the roadmaps
 - Budget Roadshows will be held when the Chief Executive returns from leave
 - Enhancement funding will be provided for the salary and wages increase.
- Feedback from the LGTQI+ Community Consultation session has been positive
- Expression of interests will be circulated for Clinical Co-Director positions.
- SBA Innovation Hub investment of time is worthwhile for teaching and research purposes.

The Board had a two minute break.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – August 2023

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

9.1.2 Selected Performance Indicators – August 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 – August 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 July – September 2023 is due in December 2023.

(ii) Policies

The Board received, read and noted this report, in particular the decrease in the backlog and that the policies are fit for purpose.

(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 November 2023.

9.5 Audit and Risk Committee Report (period 24 June 2023 to 11 September 2023)

The Board received, read and noted this report.

9.6 Facility Reports – August 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 including the three WorkCover psychological claims being well managed by the District.

The Board requested further information on psychological injury claims, how they are investigated, managed and to include some statistics, such as, frequency of claims, accepted and rejected, costs and outcomes. This information is to be included in the next Chief Executive's report.

(vii) Oral Health Services and Sydney Dental Hospital

The Board received, read and noted the Oral Health Services and Sydney Dental Hospital facility report.

(viii) Population Health

The Board received, read and noted the report.

(ix) Royal Prince Alfred Hospital

The Board received, read and noted the Royal Prince Alfred Hospital facility report.

(x) RPA Virtual Hospital

The Board received, read and noted the RPA Virtual Hospital report.

(xi) Tresillian

The Board received, read and noted the Tresillian report.

(xii) Lifehouse

The Board received, read and noted the Lifehouse report.

(xiii) Public Health Unit

The Board received and read this report.

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

The Board received, read and noted this report.

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

The Board received, read and noted this report.

10. Matters for approval / resolution

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 11 September 2023.

11.2 Education and Research Committee

The Board received, read and noted the minutes of the meeting held on 18 September 2023.

11.3 Strategic Communication and Partnerships Committee

(i) Minutes of Meeting

The Board received, read and noted minutes of the meeting held on 3 October 2023.

(ii) Bi-Monthly Report

The Board received, read and noted this report.

11.4 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 13 and 21 September 2023.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 27 September 2023.

11.6 Health Care – Clinical Council

The Board noted the next meeting is to be held on 22 November 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 noted the meeting was held on 4 October 2023.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting 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 19 September 2023. Ms North advised the Board that due to time constraints, she is unable to join this Committee. An expression of interest is to be circulated to the Board Members to join this Committee.

12.2 Medical and Dental Appointments Advisory Committee

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

12.3 Finance Leaders Forum

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

12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the next meeting is to be held on 14 November 2023.

12.5 Organ Donation for Transplantation

The Board noted the meeting to be held on 26 September 2023 was cancelled.

12.6 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted minutes of the meeting held on 12 September 2023.

12.7 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the next meeting is to be held on 17 October 2023.

12.8 Concord Forensic Mental Health Executive Steering Committee

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

12.9 RPAH Redevelopment Executive Steering Committee

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

12.10 Security and Violence Prevention Committee

The Board received, read and noted the minutes of the meeting held on 12 September 2023.

12.11 Contracts Implementation Committee

The Board noted the next meeting is to be held on 16 October 2023.

12.12 Enforceable Undertaking

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

13. Matters for noting

13.1 Pelvic Exenteration Annual Report

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 20 November 2023 at 9.00am.

The Board Chair advised the Board Members to call him anytime if they would like to discuss the Intervention Review process.

The meeting closed at 10.55am



20-11-2023

Chair

Date

Following this meeting the Board proceeded to the Kinchela Boys Home Mobile Education Centre.

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

Continues regular COVID-19 Vaccination Clinics..

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 August 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.

FWorkfrc. It is pleasing that Mental Health Readmissions within 28 days for YTD June 2023 have decreased to 10.72% compared to the same time last year (12.43%). 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 4.7% YTD July 2023. Unplanned Emergency Representations (same ED within 48 hours) were 3.18% YTD July 2023.

Staphylococcus Aureus Bloodstream Infections (SABSI) are above the target (1.0/10,000 bed days), with 2.16 per 10,000 bed days for the month of July 2023. There were no Central Line Associated Bloodstream (CLAB) infection reported in July 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 12 of the 14 Hospital Acquired Complications (HACs). Although the District is not performing in relation to Fall Related Injuries in Hospital and Hospital Acquired Endocrine Complications, improvements have been made.

The rate of **Fall Related Injuries** in Hospital was 6.9 per 10,000 episodes, which is above the target of 5.7 for the 12-month rolling period of July 2022 – June 2023. The rate last month was 6.8. The instances of Fall Related Injuries decreased by 1 during the period, when compared to the previous 12 month rolling period.

The rate of **Hospital Acquired Endocrine Complications** was 34.8 per 10,000 episodes, which is above the target of 29.7 for the 12 month rolling period of July 2022 – June 2023. The rate last month was 33.9. The instances of Hospital Acquired Endocrine Complications decreased by 53 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 August 2023, premium staff usage decreased 8.40 for Nursing Staff and increased 3.50 for medical, 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 **5.78%** increase in the number of separations (14,487) for the month of August 2023, when compared to the same period last year (13,696). In August 2023, the District's occupancy rate increased by 0.57% to 90.72% when compared to the 90.14% reported in August 2022, which highlights the return of pre-COVID-19 activity levels.

There were 14,590 attendances to the District's Emergency Departments in August 2023, which is a 0.04% increase from 14,584 in August 2022. For the month of August 2023, case weighted attendances have increased by **3.38%** when compared to the same period last year representing a significant increase in the acuity of the patients presenting to the Emergency Department from 16,327 in August 2022 to 16,878 in August 2023.

It is important to note that all SLHD hospitals continue to have significant pressure placed on them due 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.

August 2023 separations have increased **5.78%** when compared to August 2022. However, there is still a significant decrease in separations compared to August 2018/19 from 15,272 to 14,483 August 2023/24. It is pleasing that the gap with activity prior to COVID is decreasing.

There has been a decrease in unplanned separations from 7,572 in August 2018/19 to 6,656 in August 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 24 August 2023, there were 13 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. August 2023 has been a very challenging month for our hospitals. There was a 4.86% decrease in ETP during August 2023 to 55.17%, when compared to the same period last year. For the month of August 2023, 711 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 August 2023 at 33.14%, which is a 0.35% 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 August 2023, with 86.36% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is a 0.81% increase when compared to the performance of 85.56% 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 August 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 72.40% (target 75%) and is a decrease when compared to August 2022 by 8.97%.

Planned Surgery

There was an increase of **386** planned surgeries performed in SLHD facilities in August 2023 when compared to the same period in the previous year, representing an increase of **17.21%** (excluding Collaborative Care surgery). The District is continuing to work 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 August 2023, SLHD maintained 0,0,0 surgical performance for selective surgery targets. YTD August surgical patients not ready for care decreased by 8.97% (147) 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 reduced utilisation of these arrangements by 76.54% as our hospitals return to business as usual.

Board Report



Collaborative Care Activity

Facility	Aug-23	Aug-22	%Variance Month	2023/24 Aug YTD	2022/23 Aug YTD	%Variance YTD
Canterbury Hospital		72	-		152	-
Concord Hospital		152	-		266	-
IRO		0	-		2	-
RPAH	147	296	-50.34%	268	563	-52.40%
Total	147	520	-71.73%	268	983	-72.74%

Emergency Surgery

There were 24 fewer emergency surgeries performed in the month of August 2023 when compared to the same month last year, representing a 1.90% 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. August 2023 Hospital in the Home overnight separations increased by **62.33%** 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 -10.10% variance for July 2023, excluding Dental. This may also be impacted by delay in coding which is being addressed.

Stream	Target	Actual	Variation	Variation %
Acute*	15,007	14,196	-811	-5.40%
ED	2,023	2,144	121	5.99%
NAP**	4,201	3,314	-887	-21.11%
SNAP	1,204	935	-269	-22.36%
MH Admit^	1,873	1,439	-434	-23.18%
MH NAP	1,019	740	-279	-27.38%
Total	25,328	22,768	-2,559	-10.10%
Dental DWAU	5,358	4,343	-1,015	-18.94%
Dental NWAU#	634	514	-120	-18.94%
Total (NWAU)	25,961	23,282	-2,679	-10.32%

*8 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 August 2023, 17.67% (2,425 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 354 (17.09%) patients who elected to use their private insurance compared to the same period last year and an increase of 166 (7.34%) in total separations from the previous month.

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

- RPAH – an increase of 164 (16.77%) private patients.
- Concord – an increase of 171 (18.29%) private patients.
- Canterbury Hospital – an increase of 16 (13.11%) private patients.
- IRO – a decrease from 28 to 26 private patients.
- Balmain Hospital – an increase from 8 to 13 private patients.

Single Room Usage

For the month of August 2023, 9.37% of patients were flagged as infection control across the District.

For the month, 26% of all available single rooms were occupied by private patients and 48% of all private patients were accommodated in single rooms.

SLHD Strategic Revenue Network

Key notes:

- SLHD Strategic Revenue Network meeting was held in August 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 212 registered users, and a total of \$3.72M 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:

- New developments and pathway reviews commenced with Ophthalmology to enable the embedding of the pending NSW Health State-wide Referral criteria. Development work is being undertaken by our current RMO Dr Alex Sherrington, who has recently completed an Ophthalmology term and has chosen ophthalmology for his medical vocational training.
- Review process commenced for Gastroenterology, Liver & colorectal conditions to align with Statewide Referral Criteria – Full support of the Gastroenterology stream and specialists.
- Full suite review of Diabetes content continues to reflect the criteria and service provision changes from the SLHD Diabetes Model of Care project.
- 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.

State-wide Referral Criteria (SRCs)

Content change roadmap for phase one of the Gastroenterology and Ophthalmology SRC implementation developed and agreed upon at service level:

Stage one - will be the addition of specific notes to all applicable pathways indicating the new criteria by SLHD go live on 9th of October 2023.

Stage two – full adoption to be completed by April 2024 (This is changes to approximately 45 clinical HealthPathways and referral resources).

CESPHN Funded revision of Aged Care and Dementia HealthPathways

Service mapping across CESPHN region continues. Workgroup planning commenced for Falls and Cognitive behaviour assessment.

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.

Usage of HealthPathways

Utilisation remains consistent with previous months in 2023.

	September 1-21 2023	August 2023	July 2023	June 2023	September 1-21 2022
Users	1,783	2,404	2,233	2,063	1,433
Sessions of use	10,906	16,076	15,725	12,996	8,202
Total Page Views	32,688	49,241	48,350	42,916	26,721

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 August 2023 based on the District's budgeted NCoS.

For the period ended 31 August 2023, GF Expenditure was \$25.308M (6.81%) unfavourable to budget. The District's unfavourable result for YTD August 2023 was due to uplift in activity, backfilling of staff on annual leave and sick leave, movement of staff from the COVID response into BAU activities such as ramping up of surgery (including operating theatres) and ward activity, and pending budget supplementation for Deferred Care. Furthermore, the District has only received 25% of the full year budget (as part of the Interim Service Agreement) whereas expenses in July and August are traditionally higher than other months due to the winter season. The District awaits receiving the final Service Agreement including the budget for the full FY23/24 budget year.

YTD August 2023 Expenditure increased by \$20.941M (or 5.57%) compared to YTD August 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 increased to \$198.561M in August 2023.

Total Revenue was \$0.599M (0.7%) favourable to budget for the month of August 2023 and \$1.115M (0.66%) favourable to YTD August 2023 budget. 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 August 2023 was \$21.227M unfavourable to budget. For YTD August 2023, the District's NCoS was \$24.192M unfavourable to budget.

The District continues to project the NCoS to be unfavourable for the 2023/24 financial year by \$83M relating to unfavourable results for:

- Expense (\$50M)
- Doubtful Debts (\$3M)
- Own Source Revenue (\$30M)

The Chief Executive and the Executive Director of Finance are reviewing the NCoS result for the 2023/24 financial year given the challenges that are facing the District. The District has continued to maintain the good controls that it has in place and monitors performance on a daily basis despite uplift in activity, backfilling of staff on annual leave and sick leave, movement of staff from the COVID response into BAU activities.

The major variances for the month were:

Expenditure

- GF Total Expenditure for the month of August 2023 was \$21.826M (11.60%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Salaries & Wages (\$10.157M), Annual Leave (\$2.319M), Superannuation (\$1.911M), VMOs (\$1.984M), Goods and Services Expenses (\$4.596M) and RMR (\$2.028M) offset by favourable results for Agency costs (\$0.991M) and Grants & Subsidies (\$0.114M).
- YTD August 2023, GF Total Expenditure was \$25.308M unfavourable to budget, primarily reflecting unfavourable results for Salaries & Wages (\$11.400M), Overtime (\$1.531M), Annual Leave (\$2.901M), Superannuation (\$3.497M), RMR (\$2.063M) and VMO Payments (\$3.850M) offset by favourable results for Goods & Services (\$0.280M) and Grants & Subsidies (\$0.213M).

Revenue

- GF Revenue for the month of August 2023 was \$0.599M (0.7%) favourable to budget, reflecting the favourable variances in Grants and Contributions (\$0.751M) and Doubtful Debts \$4.108M offset by unfavourable variances in Patient Fees (\$2.090M), User Charges (\$0.669M) and Other Sources (\$1.506M).
- YTD August 2023 GF Revenue was \$1.115M (0.66%) favourable to budget. This result reflects favourable variance in Grants and Contributions (\$0.805M), Pharmacy Sales (\$0.274M) and Doubtful Debts \$4.872M offset by unfavourable variances in Private Patient Fees (\$1.779M), Facility Fees (\$0.137M), Prosthesis Income (\$0.280M) and Car Park Fees (\$0.653M). The unfavourability in Private Patient Fees, Facility Fees, Prosthesis Income and Car Park Fees is predominantly due to the impact of COVID-19.

Special Purpose and Trust (SP&T)

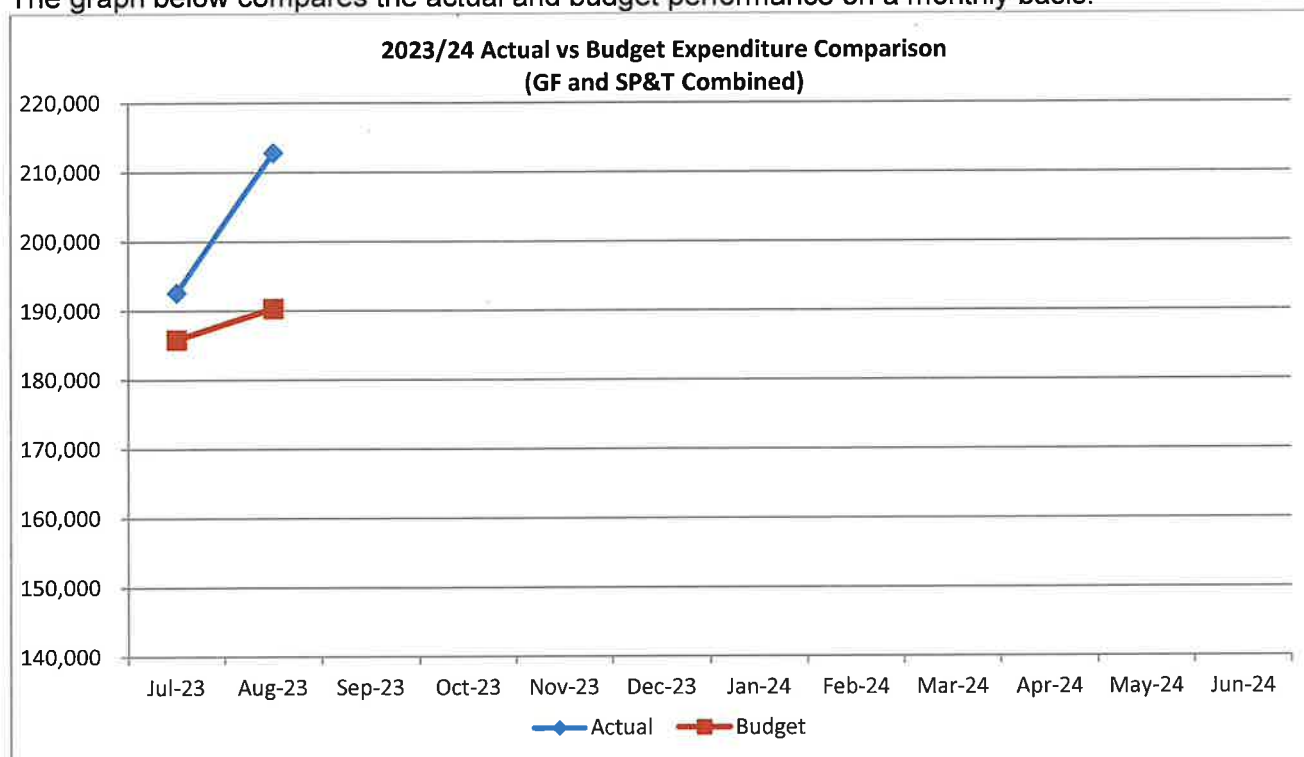
SP&T NCoS was \$3.370M unfavourable to budget for the period of August 2023. This result reflects unfavourable budget variance for Expenditure (\$3.945M) and favourable for Revenue (\$0.575M).

Consolidated Result

For the period ended 31 August 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$27.562M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$29.253M), Revenue (\$3.180M) and favourable for Doubtful Debts (\$4.872M).

Monthly Budget Performance

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



Liquidity

The cash balance at 31 August 2023 for the SLHD Operating bank account was \$8.900M and the Operating Cash book balance was \$8.837M.

Capital Works – SMRS Projects

As at 31 August 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. Actual expenditure as at the end of August 23 was \$0.675M which is marginally on budget.

Other Capital Projects

As at the end of August 2023, the District had expended nil amount on other projects.

CAPITAL INFRASTRUCTURE & ENGINEERING SERVICES

RPA

Redevelopment

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

- Review of draft SSDA conditions of consent and ongoing discussions with DPE.
- Progression of ECI contractor detailed design meetings and second round of PUG meetings.
- Facility Wide User Groups (FWUGs) are progressing.
- ECI investigative works continue on the campus.
- Site establishment for Early Works Contractor site accommodation.
- Updates to the Final Business Case to incorporate Ministry of Health and INSW comments.
- Anatomical Pathology (AP) construction works continue to make good progress and the operational commissioning and handover commencing in mid-October 2023 is on target.
- Design coordination sessions are continuing with USYD and SBA.
- The draft Arts Strategy is being drafted for review with the SLHD and Arts Working Group for review and comment.
- Liaison with Sydney University on proposed construction works and discussions regarding construction licence approvals are ongoing.
- Proposed campus wide ICT upgrades per HGEN model and their procurement via E-Health continue to be reviewed and investigated by the SLHD and Redevelopment team.
- Campus wayfinding campus signage audit completed, and recommendations report underway.

Rapid Autopsy – shell space and lift

Wall framing and sheeting throughout the new Rapid Autopsy shell space were completed this month and wall protection installation and painting are underway. Service fit-offs for mechanical, electrical and sprinklers have commenced and the new lift cart installation is progressing well.

Specialist Outpatients Department- KGV L8

Framing and wall sheeting for the new walls for the specialist outpatient clinic progressed well throughout this reporting period and drainage for the new hydraulic pipelines is underway. Service rough-ins for network connections and nurse call have also commenced.

Molecular Biology Lab

Site set out has been completed and materials have been delivered to site. Service rough-ins for electrical and hydraulic are complete and building works are underway.

Haemophilia and Thalassemia Support Network

Demolition activities and building works are completed. Service fit-offs for electrical, mechanical and fire have been finalised and new flooring has been installed.

Concord

Concord Multistorey Carpark

Key milestones for this reporting period:

- Asbestos remediation is complete for the majority of the MSCP site.
- Sewer encasement is complete and backfilled.
- Piling platform has been formed on the southern end of the site.
- Piling has started about halfway through the works.
- Ongoing defect rectification on-grade carpark.

CT Scanner Upgrades

Radiology Department: The Equipment has been ordered. Demolition works for the CT Scanner replacement project have been completed and the existing flooring has been removed in preparation for new vinyl. Lead for the building works has been delivered to site.

Emergency Department: The Equipment has been ordered. Plans are being finalised.

CSSD Sterilising

Throughout this reporting period, the new sterilisers have arrived at site and calibration of these new units is underway. Wall sheeting and framing in the sterilising and office administration areas are continuing.

Concord Walkways

Electrical disconnections and removal of redundant services along the walkways at Concord Hospital continued throughout this month. Led paint removal is also progressing well.

Canterbury

CT upgrade

The equipment has been ordered. Plans are being finalised.

Balmain

Balmain Staff Hub

The capital works program for the new staff hub at Balmain Hospital was successfully completed in September. The area is now being utilised.

Sydney Dental Hospital

Sydney Dental Hospital Staff Hub

Stage 2 works for the Sydney Dental Hospital Staff Hub were completed this month and the new kitchenette has been installed. Painting and service fit-offs are underway.

PLANNING

District Health Care Services Plan (HCSP) Scoping Paper

The Planning Unit has commenced drafting the District HCSP, which is due for submission to the Ministry by the end of 2023.

The Plan 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, and address the following Priority Service Areas for the SLHD for 2024-2029:

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

Further targeted consultation with the SLHD Executive, Clinical Stream Directors, General and Senior Managers and clinical staff is currently being undertaken to inform the Plan. Information gathered through the extensive community and staff consultation process for the SLHD Strategic Plan 2024-2029 will also be referenced within the HCSP.

SLHD Strategic Plan 2024 - 2029

The SLHD Strategic Plan is currently being finalised, incorporating the many views from the comprehensive community consultation process, which is now complete.

Community Consultations:

During September, the final community consultations related to the Strategic Plan were held:

- Aboriginal and Torres Strait Islander communities
- LGTQI+ communities
- In- Language Consultation – Arabic
- People with Disability
- Older People
- People with Dementia

A report has been drafted from each of these consultations and has been provided to all participants, noting that additional or amended comments would be welcomed.

An online survey to capture the views of consumers unable to attend face-to-face or virtual community consultations and the feedback captured will also be considered.

The final draft Strategic Plan will be provided prior to the final Board/Executive/Clinical Director Workshop planned for Q4 of 2023, and will be submitted to the final Board meeting in 2023. A launch of the Plan will be held in Q1 2024.

Canterbury Hospital Stage 1 Redevelopment – Service Priorities

The Canterbury Hospital Service Priorities have been finalised for consideration by the Canterbury Hospital Redevelopment Executive Steering Committee. This will support the process of facility planning following the funding announcement of \$350M in the 2023 NSW State Budget.

RPA Stage Two Service Plan

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

Inner West Child Health and Wellbeing Plan

The Planning Unit is supporting the development of the key strategies and priorities for inclusion in the draft Child Health and Wellbeing Plan (2024-2029). These have been informed by the stakeholder consultations, including NGOs, CESPHE, Education, Dept of Communities and Justice and SLHD health service.

Concord Repatriation General Hospital Stage 2 Planning

The final version of the Plan has been completed 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

Design Development

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, the 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.

Governance and Committees

The SBA Executive Steering Committee (ESC) met on 6 September 2023, where the Committee reviewed plans for the dry workspaces and discussed strategic matters relating to the clinical imaging and GMP facilities.

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
- Joint Legal Framework Working Group
- SBA Building B Project User Group
- SLHD/USYD BAM Interface Meeting
- SBA Building B Theme Leader Meetings
- SBA Biobank Committee
- 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. The next meeting is scheduled for 26 September 2023, which will focus on the scope of the Opportunity Space situated on Level 1 of Building B and the recent establishment of a Gloucester House Management Committee.

Legal Arrangements

Together with the University of Sydney and with the support of our legal advisors, the SLHD Chief Executive and Sydney Research are coordinating the development of legal arrangements to support the partnership between the District and University in the design, project management, collaboration, and future operation of the SBA. The Interim Project Management Agreement and Gloucester House Memorandum of Understanding (supporting the occupation of the NHMRC Clinical Trials Centre in part of Level 2 and on Level 6 of Gloucester House) are close to being finalised, with final execution expected by the end of September 2023.

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 assure 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 were 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 being planned and expected to take place 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, which recognises 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 representatives of the University in the development of 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 first newsletter was published in September 2023 to an audience of over 2,000 subscribers and had an impressive 65% engagement rate. In addition to the newsletter, we are also updating the website to improve its accessibility, design and update the information presented to reflect the latest developments of the project.

SBA Commercialisation Masterclass Series

Sydney Local Health District, the University of Sydney, and Cicada Innovations have partnered to deliver a new Commercialisation Masterclass Series. This series is designed to provide the foundational tools and build individual learning on commercialisation, idea generation, intellectual property and more. Registrations to the course are free for clinicians, clinician researchers, researchers, academics and students from across Sydney Local Health District and the University of Sydney, contributing to the vision for the transformative Sydney Biomedical Accelerator complex. Delivered by Cicada Innovations and a roster of other industry experts and entrepreneurs, it features ten carefully designed two hour in-person sessions from September 2023 to June 2024.

Titled 'Introduction to Health Commercialisation' was provided on 20 September 2023, the first masterclass was provided on 20 September 2023 and involved over 80 attendees. This class was led by Hebbat Manhy, Head of Technology, Cicada Innovation (formerly ResMed) and SLHD-USYD affiliate Prof Steve Wise, Professor of Cardiovascular Bioengineering, USYD, and provided participants with a comprehensive overview of diverse commercialisation journeys within the health sector and highlighted the key distinctions between clinical journeys and research-driven biomedical pathways.

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 (transitioning into Planning NSW under the NSW Department of Planning and Environment) 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 with 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 6 October 2023, which 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 October 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 will be presenting the draft prospectus for SIPfHER, which has been developed in partnership with the SLHD Strategic Relations portfolio and aims to align with the principles for the region and showcases the precinct as an internationally-significant hot-spot for health, research, education and innovation.

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 and 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 an economic analysis of the site to assist with the evaluation of the site value and pre-commitments required by interested parties to secure the site as a Biotechnology Hub. Charter Keck Cramer has also been engaged to undertake a review and provide potential development options for the site, which examines zoning options, mixed use site development and feasibility of affordable housing. 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.

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 be formally establishing an office as part of the SBA Innovation Hub commencing 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 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. With the endorsement of the Chief Executive and following the initial pilot, we will be launching internal application for use of the Hub from late September 2023. A memo will be circulated to all staff with the details for requesting a booking in this space. Following the successful trial, we will commence applications for external industry partners and research teams in October 2023.

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.
- Draft SLHD Intellectual Property and Commercial Policy and guidelines.
- ClinTrial Refer – Renewal of the Collaboration Agreement between SESLHD and SLHD, restructure 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.
- Supporting the ANZAC Research Institute commercial initiatives.
- Preparation of a Commercial Strategy for the SBA and case study summaries that will support the Final Business Case required by Infrastructure NSW.

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.

ProActive is continuing their work with the Concord Hospital Community and have advised that they have been heartened by the response. They have now met one-on-one and occasionally in small groups, with just over eighty members of the Hospital Community and the SLHD. Every one of those that they have met with have been constructive, respectful, committed, and keen to see things improve at Concord.

They brought together eight members of the Radiology team with the Chief Executive, the Director of Operations Medical Imaging, the General Manager Concord, and the Director of Nursing Concord, on Thursday 21st September for a four-hour meeting. Much was discussed, and the meeting agreed to a series of actions that covered the following areas:

attracting and retaining radiologists, Nursing, IT, Sonographers, servicing Canterbury, Clinical Steams, Interventional Radiologists, remote work, the second MRI and issues still to be resolved relating to

Board Report



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specific individual experiences. Each of these actions has individuals responsible for ensuring follow-up and implementation, and our office is in weekly contact to support their progress. The meeting agreed to reconvene in full in eight weeks' time to report on progress and consider next steps, and ProActive will update the MSC at that time.

ProActive have also begun working in Respiratory, Emergency and Neurosurgery, each with discrete challenges. ProActive continue to keep the Board, SLHD Executive and the Concord MSC informed of progress..

Dr Teresa Anderson AM

Chief Executive

Date: 18.9.23