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## Sydney Local Health District

### Meeting One Hundred and Forty of the Board

Date: Monday 20 November 2023

Time: 9.00am – 11.00am

Venue: Teams / SLHD Boardroom

Chair: The Hon, John Ajaka, Chair

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#### 1. Present and apologies

The Hon, John Ajaka, Chair  
Ms Ronwyn North, Member  
Mr Rob Furolo, Member  
Dr Mary Haines, Member  
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  
Ms Kerry-Anne Hartman, Member  
Dr Teresa Anderson, AM, Chief Executive

#### Apologies

Nil

#### In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council (Departed 9.30am - Returned 9.40am)  
Ms Nerida Bransby, Secretariat (Departed 9.30am - Returned 9.40am)

#### 2. Welcome

The Chair acknowledged the traditional owners of the land.

The Chair welcomed members and guests to meeting one hundred and forty 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 16 October 2023.**

The minutes of the meeting held on 16 October 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

### **4.2 CE Report – October 2023**

The Chair declared that the CE Report for October 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.

Mr Richard Acheson expressed an interest to be on the Sustainability Committee. This agenda item can be removed from the action sheet.

### **5.2 Brief Workers Compensation Claim**

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

## **6. Patient Story**

The Chief Executive provided a verbal report on the care, treatment and support received as first time parents and baby born at RPAH.

## **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. The Minister is to report back in early December 2023 on all Board appointments.

## 9. Chief Executive's report

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

- According to the Ministry of Health Framework, the District remains at Performance Level 0, the highest achievable level.
- The District had their performance meeting with the MoH last Tuesday that included a tour of Concord Hospital.
- There is a significant improvement in the HACs.
- Collaborative care arrangements are to cease by the end of this year.
- The translation of data is being looked at by the MoH as the actual activity is not reflected in the data.
- Revenue is increasing.
- Financial forecast will be provided next month.
- The SLHD staff provided a presentation on Procurement at the State-wide Directors of Finance Committee meeting. This presentation will also be provided to the Board in 2024.
- The SLHD People Matter Survey results were received by the Board via email, in particular, the high rates for engagement and culture.

At 9.30am the Board had an "in camera" discussion for 10 minutes.

### 9.1 Finance and Performance Reports

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

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

#### 9.1.2 Selected Performance Indicators – September 2023

The Board received, read and noted this report.

#### 9.1.3 HealthPathways Dashboard Report

The Board received, read and noted this report.

#### 9.1.4 MoH Board Report for the SLHD

The Board noted this report for the period April to June 2023 was not available.

#### 9.1.5 HAC Committee Report – September 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) Legal – Claims, Coroners, GIPA and Privacy

The Board received, read and noted this report.

(iii) SLHD Risk Register

The Board noted this report is due in December 2023.

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

The Board received, read and noted this report, in particular the loss of power overnight at Rivendell was due to an Ausgrid outage.

9.5 Audit and Risk Committee Report (period 12 September 2023 – 13 November 2023)

The Board noted this report is due in December 2023.

9.6 Facility Reports – September 2023

(i) Balmain Hospital

The Board received, read and noted the Balmain Hospital facility report in particular the General Manager was a finalist for the Anthea Kerr Award.

(ii) Canterbury Hospital

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

(iii) Community Health

The Board received, read and noted the Community Health Services report.

(iv) Concord Hospital

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

(v) Drug Health Services

The Board received, read and noted the Drug Health Services report.

(vi) Mental Health Services

The Board received, read and noted the Mental Health Services report.

(vii) Oral Health Services and Sydney Dental Hospital

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

(viii) Population Health

The Board received, read and noted the report.

(ix) Royal Prince Alfred Hospital

The Board received, read and noted the Royal Prince Alfred Hospital facility report, in particular, the vacancy of two Aboriginal Health Workers is due to staff being promoted.

(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, in particular, the improvement and the quality of the report.

(xiii) Public Health Unit

The Board received and read this report.

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

The Board received, read and noted this report.

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

The Board received, read and noted this report.

## 10. Matters for approval / resolution

- 10.1 Calendar of Reports for 2024

The Board received and endorsed the Calendar of Reports for 2024

- 10.2 Board and Sub-committees Meeting Schedule for 2024

The Board received and endorsed the Board and Sub-committees Meeting Schedule for 2024. The Board Chair and the Chief Executive will discuss committee membership in the new year.

- 10.3 Medical and Dental Appointments Advisory Committee Medical Staff Council Executive Representative

The Board received and supported the information contained in the brief.

The Chief Executive advised the Board that the District is reviewing the SLHD Delegation Manual as a result of the Inquiry into the use of Consultants.

## 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 9 October 2023.

- 11.2 Education and Research Committee

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

- 11.3 Strategic Communication and Partnerships Committee

- (i) Minutes of Meeting

The Board noted the next meeting is to be held on 6 February 2024.

- (ii) Bi-Monthly Report

The Board noted the next report is due in February 2024.

## 11.4 Audit and Risk Committee

The Board noted the next meeting is to be held on 23 November 2023.

## 11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 25 October 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 received, read and noted the minutes of the meeting 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 4 October 2023.

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

The Board noted the next meeting is to be held on 28 November 2023.

## 12. Other Committee reports / minutes

### 12.1 Sustainability Committee (bi-monthly)

The Board noted the meeting to be held on 17 October 2023 was cancelled.

### 12.2 Medical and Dental Appointments Advisory Committee

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

### 12.3 Finance Leaders Forum

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

### 12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the meeting was held on 14 November 2023.

### 12.5 Organ Donation for Transplantation

The Board noted the meeting to be held on 24 October 2023 was cancelled.

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

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

12.7 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the meeting to be held on 17 October 2023 was cancelled.

12.8 Concord Forensic Mental Health Executive Steering Committee

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

12.9 RPAH Redevelopment Executive Steering Committee

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

12.10 Security and Violence Prevention Committee

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

12.11 Contracts Implementation Committee

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

12.12 Enforceable Undertaking

The Board noted the meeting held on 12 October 2023 was cancelled. The Chief Executive provided a verbal update including:

- Graduate Diploma of Prevention and Management of Acute Behavioural Disturbances Course has been accredited.
- SafeWork has asked the SLHD to present at one of its forums.
- A report should be received early next year on how the District has complied with the Enforceable Undertaking

## 13. Matters for noting

13.1 Allied Health Models of Care in Emergency Departments

The Board received, read and noted this report.

13.2 RPA Peritoneal Malignancy Program Annual Report 2022-2023

The Board received, read and noted this report.

13.3 RPA Virtual Fracture Clinic and Rehab Services Evaluation Report

The Board received, read and noted this report.



## 14. Other Business

### 14.1 SLHD AGM

The Chief Executive reminded the Board that the AGM is on Wednesday 6 December 2023 at 4.00pm.

### 14.2 Co-Clinical Directors

There has been a positive response to the expression of interest for the Co-Clinical Directors positions.

## 15. Next Meeting

The next meeting will be held on Monday 18 December 2023 at 9.00am.

The meeting closed at 10.30am



\_\_\_\_\_  
Chair

22 December 2022  
\_\_\_\_\_  
Date

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

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

#### **Screening**

Advice now recommends RAT kits be obtained from local pharmacies and advice sought from local General Practitioners, where required. Masks are available for visitors, staff and patients to wear in all clinical areas.

#### **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 September 2023, 100% of all Serious Adverse Events were reviewed within 60 days. YTD September 2023, 100% of all Serious Adverse Events were reviewed within 60 days.

It is pleasing that Mental Health Readmissions within 28 days for YTD July 2023 have decreased to 7% compared to the same time last year (12.8%). 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 4.3% YTD September 2023. Unplanned Emergency Representations (same ED within 48 hours) were 3.9% YTD September 2023.

Staphylococcus Aureus Bloodstream Infections (SABSI) are above the target (1.0/10,000 bed days), with 1.2 per 10,000 bed days for the month of August 2023. There were no Central Line Associated

Bloodstream (CLAB) infections reported in August 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) which is a significant improvement on this time last year. Although the District is not performing in relation to Hospital Acquired Endocrine Complications and Third or Fourth Degree Perineal Lacerations, improvements have been made in relation to both of these HACs.

The rate of **Hospital Acquired Endocrine Complications** was 35.0 per 10,000 episodes, which is above the target of 33.2 for the 12 month rolling period of August 2022 – July 2023. The rate last month was 34.8. The instances of Hospital Acquired Endocrine Complications decreased by 54 during the period, when compared to the previous 12 month rolling period.

The rate of **Third or Fourth Degree Perineal Lacerations** in Hospitals was 349.4 per 10,000 episodes, which is above the target of 349.1 for the 12-month rolling period of August 2022 – July 2023. The rate last month was 366.9. The instances of Third or Fourth Degree Perineal Lacerations decreased by 30 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 September 2023, premium staff usage decreased by 0.07 for Nursing Staff, 1.28 for Medical Staff and 0.16 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.

## 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 **4.44%** increase in the number of separations (13,715) for the month of September 2023, when compared to the same period last year (13,132). In September 2023, the District's

occupancy rate increased by 1.16% to 89.73% when compared to the 88.12% reported in September 2022, which highlights the return of pre-COVID-19 activity levels.

There were 14,493 attendances to the District's Emergency Departments in September 2023, which is a 4.82% increase from 13,827 in September 2022. For the month of September 2023, case weighted attendances have increased by **6.82%** when compared to the same period last year representing a significant increase in the acuity of the patients presenting to the Emergency Department from 15,574 in September 2022 to 16,635 in September 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.

September 2023 separations have increased **4.44%** when compared to September 2022. However, there is still a significant decrease in separations compared to September 2018/19 from 14,297 to 13,715 September 2023/24. It is pleasing that the gap with activity prior to COVID is decreasing.

There has been a decrease in unplanned separations from 7,378 in September 2018/19 to 6,290 in September 2023/24, however, this gap is decreasing each month. 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.

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.

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

The District continues to work on its ETP performance. September 2023 has been a very challenging month for our hospitals. There was a 5.37% decrease in ETP during September 2023 to 54.79%, when compared to the same period last year. For the month of September 2023, 368 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 September 2023 at 33.84%, which is a 1.25% 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 September 2023, with 87.41% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is an improvement of 1.03% on last month and an 0.41% increase when compared to the performance of 87% 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.

# Board Report



## ED Triage

The District achieved triage Categories 1, 2, 4 and 5 targets for the month of September 2023 which is an improvement on last year. 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 72.16% (target 75%) and is a decrease when compared to September 2022 by 9.53% and reflects the increase in triage 3 patients.

## Planned Surgery

There was an increase of **300** planned surgeries performed in SLHD facilities in September 2023 when compared to the same period in the previous year, representing an increase of **14.84%** (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 September 2023, SLHD maintained 0,0,0 surgical performance for selective surgery targets. YTD September surgical patients not ready for care decreased by 6.96% (339) 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 58.19% as our hospitals return to business as usual.

## Collaborative Care Activity

Facility	Sep-23	Sep-22	%Variance Month	2023/24 Sep YTD	2022/23 Sep YTD	%Variance YTD
Canterbury Hospital		45	-		197	-
Concord Hospital		129	-		395	-
IRO		0	-		2	-
RPAH	143	256	-44.14%	680	819	-16.97%
Total	143	430	-66.74%	680	1,413	-51.88%

## Emergency Surgery

There were 17 more emergency surgeries performed in the month of September 2023 when compared to the same month last year, representing a 1.40% increase.

## 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. September 2023 Hospital in the Home overnight separations increased by **31.85%** when compared to the same period last year as activity returns to normal.

## NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

### NWAU Activity against Target

The District is under target for NWAU activity, with a -6.7% variance for August 2023, excluding Dental.



# Board Report



Stream	Target	Actual	Variation	Variation %
Acute*	29,920	28,907	-1,013	-3.39%
ED	4,024	4,321	297	7.38%
NAP**	8,980	7,694	-1,286	-14.32%
SNAP	2,468	2,129	-339	-13.75%
MH Admit^	3,730	2,934	-796	-21.35%
MH NAP	2,037	1,745	-292	-14.33%
<b>Total</b>	<b>51,161</b>	<b>47,730</b>	<b>-3,430</b>	<b>-6.70%</b>
Dental DWAU	11,625	9,511	-2,114	-18.18%
Dental NWAU#	1,375	1,125	-250	-18.18%
<b>Total (NWAU)</b>	<b>52,536</b>	<b>48,855</b>	<b>-3,680</b>	<b>-7.01%</b>

\*6 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 September 2023, 17.62% (2,293 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 242 (11.80%) patients who elected to use their private insurance compared to the same period last year and a decrease of 132 (5.44%) in total separations from previous month.

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

- RPAH – an increase of 140 (14.40%) private patients.
- Concord – an increase of 81 (8.63%) private patients.
- Canterbury Hospital – an increase of 18 (15.38%) private patients.
- IRO – a decrease from 16 to 13 private patients.
- Balmain Hospital – an increase from 7 to 13 private patients.

#### **Single Room Usage**

For the month of September 2023, 9.57% of patients were flagged as infection control across the District. For the month, 21% of all available single rooms were occupied by private patients and 44% of all private patients were accommodated in single rooms.

### **SLHD Strategic Revenue Network**

Key notes:

- SLHD Strategic Revenue Network meeting was held in September 2023. Improvements in the PRNIP compliance levels were noted. Error levels continue to be an area of focus 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 226 registered users and a total of \$3.86M has been raised through the portal to date.

## **REDESIGN AND SERVICE IMPROVEMENT**

(Next report due in December 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 continue 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 State -wide 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 to support the RPAH antenatal service Clinical Re-Design project.
- Collaboration with SLHD Eating Disorders Service Plan Implementation Committee, exploring the proposed new model of centralised access and support utilising rpavirtual and integration of the Inside Out GP Hub for supporting eating disorder management in Primary Care.

#### **State-wide Referral Criteria (SRCs)**

Content change roadmap for phase one of the Gastroenterology and Ophthalmology SRC implementation - **completed**.

*Stage one* - will be the addition of specific notes to all applicable pathways indicating the new criteria by SLHD – **completed**.

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

#### **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.

	October 1-29 2023	September 2023	August 2023	July 2023	October 1-29 2022
Users	2,139	2,183	2,404	2,233	1,433
Sessions of use	13,767	14,920	16,076	15,725	8,202
Total Page Views	42,468	45,475	49,241	48,350	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 30 September 2023 based on the District's budgeted NCoS.

For the period ended 30 September 2023, GF Expenditure was \$27.270M (4.82%) unfavourable to budget. The District's unfavourable result for YTD September 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.

YTD September 2023 Expenditure increased by \$19.294M (or 3.36%) compared to YTD September 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 \$197.765M in September 2023.

Total Revenue was \$1.123M (1.31%) favourable to budget for the month of September 2023 and \$2.239M (0.88%) favourable to YTD September 2023 budget. Excluding Doubtful Debts, Revenue was unfavourable to month of September 2023 by \$0.789M and unfavourable to YTD September 2023 by \$4.544M. 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 September 2023 was \$0.839M unfavourable to budget. For YTD September 2023, the District's NCoS was \$25.031M unfavourable to budget.

The District projects the NCoS to be unfavourable for the 2023/24 financial year by \$73M relating to unfavourable results for:

- Expense (\$50M)
- Doubtful Debts (\$3M)
- Own Source Revenue (\$20M)

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 September 2023 was \$1.962M (1.01%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Salaries & Wages (\$0.967M), VMOs (\$1.908M), Goods and Services Expenses (\$0.852M) and RMR (\$0.733M) offset by favourable results for Agency costs (\$0.109M), Annual Leave (\$0.794M), Superannuation (\$0.986M) and Grants & Subsidies (\$0.319M).
- YTD September 2023, GF Total Expenditure was \$27.270M unfavourable to budget, primarily reflecting unfavourable results for Salaries & Wages (\$12.368M), Overtime (\$1.109M), Annual Leave (\$2.107M), Superannuation (\$2.511M), Goods & Services (\$0.572M), RMR (\$2.796M) and VMO Payments (\$5.757M) offset by favourable results for Grants & Subsidies (\$0.531M).



## Revenue

- GF Revenue for the month of September 2023 was \$1.123M (1.31%) favourable to budget, reflecting the favourable variances in User Charges (\$0.492M), Grants and Contributions (\$1.158M), Other Sources (\$0.540M) and Doubtful Debts \$1.969M offset by unfavourable variances in Patient Fees (\$2.978M). Excluding Doubtful Debts, Revenue was unfavourable to month of September 2023 by \$0.789M
- YTD September 2023 GF Revenue was \$2.239M (0.88%) favourable to budget. This result reflects favourable variance in Grants and Contributions (\$1.963M), Pharmacy Sales (\$0.436M) and Doubtful Debts \$6.841M offset by unfavourable variances in Private Patient Fees (\$2.901M), Facility Fees (\$0.929M), Prosthesis Income (\$1.092M) and Car Park Fees (\$0.978M). The unfavourability in Private Patient Fees, Facility Fees, Prosthesis Income and Car Park Fees is predominantly due to the impact of COVID-19. Excluding Doubtful Debts, Revenue was unfavourable to YTD September 2023 by \$4.544M

## SPECIAL PURPOSE AND TRUST (SP&T)

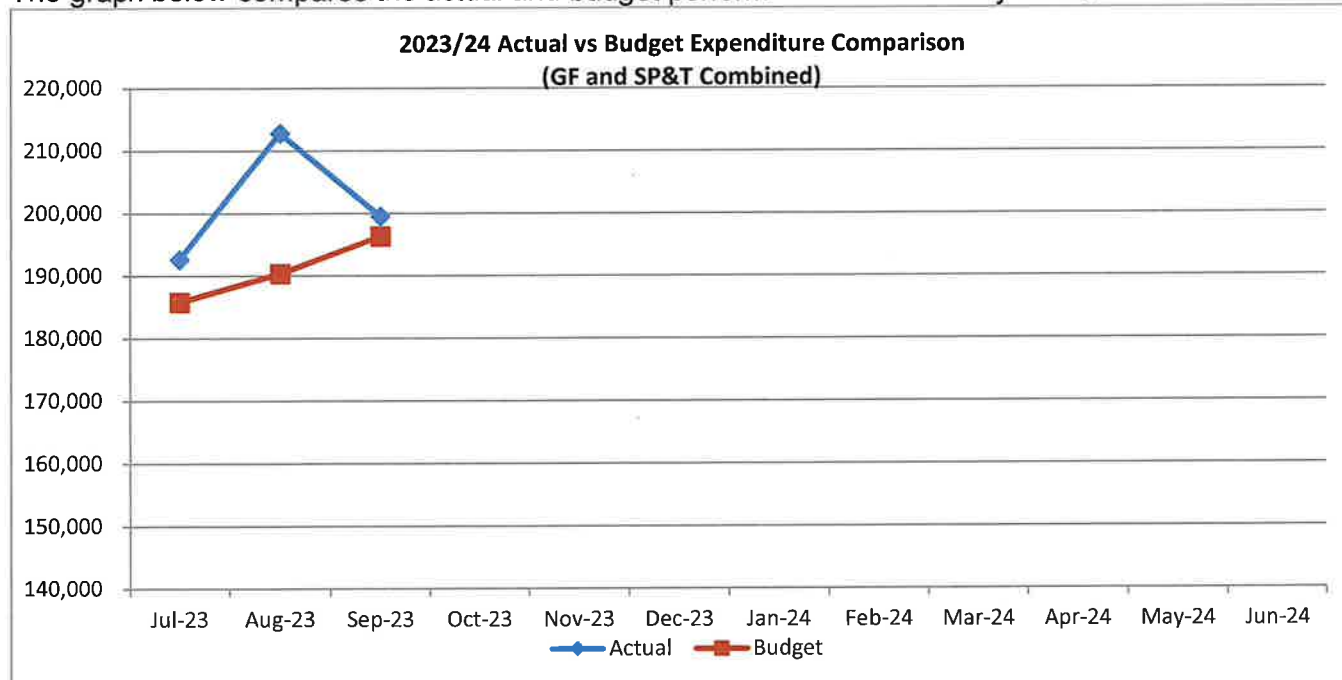
SP&T NCoS was \$3.326M unfavourable to budget for the period of September 2023. This result reflects unfavourable budget variance for Expenditure (\$5.170M) and favourable for Revenue (\$1.844M).

## CONSOLIDATED RESULT

For the period ended 30 September 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$28.357M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$32.440M), Revenue (\$2.700M) and favourable for Doubtful Debts (\$6.841M).

## MONTHLY BUDGET PERFORMANCE

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



## Liquidity

The cash balance at 30 September 2023 for the SLHD Operating bank account was \$12.196M and the Operating Cash book balance was \$12.114M.

## Capital Works – SMRS Projects

As at 30 September 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 September 23 was \$1.438M which is marginally on budget.

## **Other Capital Projects**

As at the end of September 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:

- SSDA consent approval and conditions issued by 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 is ongoing.
- Final Business Case updated to incorporate Ministry of Health and INSW comments and submitted for approval.
- Anatomical Pathology (AP) construction works have received their Completion Certificate and the operational commissioning activities have commenced.
- Design coordination sessions are continuing with USYD and SBA.
- The draft Arts Strategy has been reviewed by SLHD and endorsed by the Arts Advisory Working Group.
- Liaison with Sydney University on proposed construction works are ongoing. The construction license agreement between USYD and the project is awaiting final signatures.
- Proposed campus wide ICT updates per HGEN model and their procurement via eHealth review is complete, with the recommended implementation model endorsed by ICT Control Group.
- Campus-wide way-finding signage audit completed, and recommendations report underway.

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

Service fit-offs for mechanical, electrical and sprinklers have been finalised and the new lift installation has been completed. Testing and commissioning of the new lift is underway and epoxy flooring to the ground floor is currently being laid. Steelworks for the fire egress route are progressing well.

#### **Specialist Outpatients Department- KGV L8**

Framing and wall sheeting for the new walls for the specialist outpatient clinic continued throughout this reporting period. Data and medical gas rough-ins are complete. Floor prepping to the northern end of the project has been completed and works to the eastern wing have commenced.

#### **Molecular Biology Lab**

Service fit-offs for mechanical and hydraulic services were completed this reporting period and fire and electrical services were well underway. New vinyl flooring has been installed and joinery installation has commenced.

#### **Haemophilia and Thalassemia Support Network**

The capital works program for the Haemophilia and Thalassemia Support Network was completed in October. The area has been commissioned and handed over for occupation.

#### **Steriliser Replacement**

The capital works program for the steriliser replacement at RPA commenced this reporting period with hoardings installed and the commencement of preliminary enabling works.

## **Gloucester House Level 6**

Stage 1 works for the Gloucester Level 6 renovations commenced with month with painting and electrical service fit-offs complete. Mechanical works are well underway.

## **Concord**

### **Concord Multistorey Carpark**

Key milestones for this reporting period:

- Piling works completed.
- Pile caps and stair bases have been poured.
- Lift shaft bases have been formed.
- Ongoing defect rectification of on-grade carpark.

### ***CT Scanner Replacement***

The capital works program for the CT Scanner Replacement at Concord Hospital was completed in October. The new space has been commissioned and handed over for utilisation.

### **CSSD Sterilising**

Throughout this reporting period, the new sterilisers have been fully calibrated and commissioned. Wall protection for the decontamination area is nearing completion and wall framing, sheeting and setting are underway for the office administration space.

### **Concord Walkways**

Works for the walkways at Concord Hospital were nearing completion this month, with the removal of lead paint and redundant services complete. Painting touch-ups and the installation of new lighting are nearing completion.

### **ED CT Scanner**

The ED CT Scanner project commenced in October with works commencing on the child play area in the ED waiting room. These works include vinyl repairs to the play area and the creation of additional space within the waiting room.

### **ANZAC Façade**

The ANZAC Research Institute building façade revitalisation works commenced this reporting period. The removal of cladding and installation of new sarking and framework is well underway.

### **ACE Unit**

Demolition and floor preparation for stage 1 works of the ACE unit were completed this month. Drainage services have been capped off and painting to the main area is underway.

### **Ground East**

Capital works for the Ground East project that were undertaken this month include the commencement of demolition, electrical-service rough-ins and floor take-up.

## **PLANNING**

### **District Health Care Services Plan (HCSP)**

The Planning Unit has commenced the processes required to deliver the District HCSP.

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.

Meetings, discussions, and workshops have begun to be scheduled to advance the priority areas. This has included:

- Meetings with Surgery Program.
- Meetings with Precision Medicine and scheduling of workshops.
- Workshop with Health Promotion/Protection Services.
- Discussion with Aboriginal Health Unit.
- Discussion with Mental Health Unit.

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.

The last community consultation, the online and the face-to-face LGBTQI+, were held early in the month, with high levels of participation and interest. The Unit has prepared the required data for the Plan.

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

### **Canterbury Hospital Stage 1 Redevelopment**

The MOH has confirmed that the Canterbury Clinical Services Statement is now approved. Additional work is required in respect of incorporating Mental Health into the Plan.

The Canterbury Hospital Service Priorities has been considered 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. There are minor amendments to this plan.

### **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. This is currently being finalised.

### **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. The Planning Unit has had a major role in developing this strategy.

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

The final version of the Plan has been completed after the finalisation of selected staff comments on the Plan. A brief to the MoH is currently being prepared.



## **Other Plans and projects**

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

- Allied Health Research Plan and workshop.
- Aboriginal Health Plan review and scoping.
- CESPHE Strategic Planning Day.
- SLHD Smoking and Vaping.
- Anaesthetics and Pain Clinical Stream Position Paper.
- SLHD Domestic Violence Action Plan.
- Community Health Allied Health Plan.
- Waterloo Social Housing estate.

## **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 11 October 2023, where the Committee reviewed plans for the dry workspaces and discussed strategic matters relating to the clinical imaging and GMP facilities.

### **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 was finalised and executed in September 2023. The Gloucester House Memorandum of Understanding (supporting the occupation of the NHMRC Clinical Trials Centre in part of Level 2 and Level 6 of Gloucester House) is close to finalising in the coming week.

## 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.

The District is continuing to work 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. Activity includes 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 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 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, and 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, clinical 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.

## **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.

The District is continuing to be 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.

The District also participated in the Tech Central Strategic Business Case workshop. The discussion involved representatives of the Tech Central Interim Leadership Group and focussed on reshaping the vision and priorities for the precinct.

### **Sydney Innovation Precinct for Health Education Research (SIPfHER)**

The SIPfHER Precinct Council chaired by Mr Paul Robertson AO met 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 focussed on precinct-wide opportunities for growth and significant infrastructure development presented by Mr Greg Robinson, Chief Infrastructure Officer, USYD and 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 30,000m<sup>2</sup> Biomed, Life Sciences and Innovation Hub in proximity and intended to complement RPA/USYD and the SBA initiative.

Work has continued on 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.

### **Precinct Committees**

The District continues to participate in 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 we 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. Sydney Research has 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 21<sup>st</sup> 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 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.

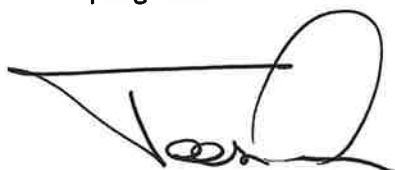
Progress to date as of 9 November 2023 includes the following:

- Work to address the backlog continues. There have been 7,437 plain film image studies reported from the GE system. It is anticipated that the backlog in the GE system will be reported by the end of the November 2023. Work is continuing in relation to the back log in the SECTRA system. A significant amount of work was required to integrate the vendors IT systems with the District's IT systems and ensuring that all cyber security requirements were met.
- The District has also commenced integration work with two vendors to outsource the ongoing overnight work in Sectra. Once integration and testing is complete, after hours reporting will be contracted out to relieve the pressure on the radiology department. This will take significant

workload demands from the radiologists. There are escalation processes in place to ensure that critical imaging is reported in a timely way.

- Recruitment for diagnostic radiologists continues. A new staff member – Dr Benham Moharami – started on Tuesday this week. He has commenced as 0.25 FTE and will move to 0.50 FTE in the new year. There are two further 0.5 FTE Staff Specialists commencing in the start of the new clinical year 2024.
- A position for a VMO Diagnostic Radiologist will be advertised before the end of the week.
- The Interventional Radiology team are working well. Two new VMOs are commencing from the start of the next clinical year. These appointments will provide full coverage of the after-hours roster.
- We are working with the Radiology Department regarding the implementation of 10 hour working days and remote reporting arrangements. This work will help ensure our radiology department offers more flexible working arrangements while balancing the supervision requirements for trainees.
- The 2<sup>nd</sup> CT scanner in the Radiology Department has been installed. This is the interventional scanner. I would like to thank the staff in radiology for their patience and support while these works were being undertaken.
- Capital works have commenced for the CT scanners in the Concord ED and at Canterbury Radiology. The Canterbury scanner will be operational before Christmas and the Concord 3<sup>rd</sup> CT scanner in our ED will be operational by the end of January. Again, I thank the staff in ED for their patience while these works occur. Currently the EDSSU is located on Ward 5East while these works occur.
- The specifications for the new MRI scanner are being finalised in conjunction with capital works planning.

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: 20.11.23