

Sydney Local Health District

Meeting One Hundred and Forty Two of the Board

Date: Monday 18 December 2023

Time: 8.00am – 10:45am

Venue: Teams / SLHD Boardroom

Chair: The Hon, John Ajaka, Chair

1. Present and apologies

The Hon, John Ajaka, Chair
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
Adj/Professor Karen Crawshaw PSM, Member
Ms Kerry-Anne Hartman, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

Ms Ronwyn North, Member
Ms LaVerne Belleair, Member
Dr Alicja Smiech, Chair, Medical Staff Executive Council
Ms Nerida Bransby, Secretariat

In attendance

Mr Puneet Datta, Acting Executive Director Finance (Arrived 9:30am – Departed 10:04am)
Ms Sarah Reeves, Acting Secretariat (Arrived 9:30am – until close of meeting)

2. Welcome

The Chair acknowledged the traditional owners of the land.

The Chair welcomed members and guests to meeting one hundred and forty two of the Sydney Local Health District (SLHD) Board.

The Chair welcomed Mr John McDonald, CEO ProActive ReSolutions.

At 8.05am the Board had an “in camera” discussion with Mr John McDonald for one hour and 25 minutes.

Presentation: SLHD Facility Road Maps by Puneet Datta

- Acknowledgement of country.
- The key to success is engagement with facilities and services.
- Road maps are supported by a culture of performance.
- The recent roadshows at each of the facilities were very successful.
- Expense road maps are broken into specific areas and there is a focus on nursing and JMO overtime.
- Dental vouchers have been used in the past to meet waitlist targets which were previously not met due to COVID-19. This work will be done in house to eliminate the \$7.5 million previously spent on vouchers.
- Revenue road maps focus on ending collaborative care by December 2023.
- The role of private patient officers (PPOs) has been significantly overhauled. New uniforms have been issued and they are more focused on patient experience. There has been a significant increase in private patient revenue.

Following the presentation the following points were noted by the Chief Executive:

- The most expensive period is winter, specifically July, August and September. However the budget allocates one twelfth of the funding to each month evenly.
- The nursing ratios are not factored into the road maps as they will be funded by the ministry and phased in over 4 years. The Emergency Department will be the first department to adopt the ratios.
- The chief executive has met with HealthShare about food costs. Inefficient expenditure on biscuits and bottles of water will be reduced and a bowl of fruit will be provided instead.
- In regard to capital spending under \$10 million, SLHD Capital Works department provide a cost effective service.
- Paper costs will be reduced by reducing printing.
- Collaborative care was required to reduce waitlists which blew out due to the COVID-19 pandemic, but it had a significant impact on both the organisation and patient care. Revenue has improved significantly since its reduction. Collaborative care will cease 30 December 2023
- The ministry are focused on cash savings rather than productivity savings.
- CIE are working on increasing the number of solar panels to obtain credits. CIE are also looking at water savings.
- Feedback from staff is that the roadshows renewed their understanding of Activity Based Funding (ABF).

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 20 November 2023.

The minutes of the meeting held on 20 November 2023 were moved and seconded as a true and accurate record of the meeting.

Minutes of the extraordinary meeting held on 30 November 2023.

The Minutes of the extraordinary meeting held on 30 November 2023 2023 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

4.2 CE Report – November 2023

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

5. Matters arising from the previous minutes

5.1 Action sheet

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

5.2 Brief on Discharge Against Medical Advice

The Board received, read and noted this brief.

5.3 Further update on SLHD Psychological Injury Claims

The board received, read and noted this brief.

6. Patient Story

This item was held over.

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 and noted the Minister and Secretary have confirmed the extension of John McGee and Kerry-Anne Hartman as members of the board until 31 December 2024. The chair also noted his extension as chair of the board until 30 June 2024. The Minister is still considering the constitution of Boards.

9. Chief Executive's report

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

- SLHD continues to operate at performance level 0, the highest level and the ministry acknowledge that SLHD is very productive.
- HACs have improved significantly.
- COVID is not impacting performance but it is impacting staffing.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – October 2023

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

9.1.2 Selected Performance Indicators – October 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 Quarterly Report for the SLHD

The Board received, read and noted this report for the period April to June 2023.

The board noted SLHD is improving compared to previous quarters, even though it's a challenging time. Discharges before midday are still below the average.

The chief executive noted the rate of seclusion for SLHD is well above the state average, however it has improved for the most recent reports. A small number of patients in the CCMH with challenging behaviours are driving this number.

9.1.5 HAC Committee Report – October 2023

The Board received, read and noted this report.

9.1.6 Aboriginal Workforce Report (six monthly)

The Board noted received, read and noted this report.

9.2 Project updates

9.2.1 Lifehouse

The Board noted there were no further updates in the Chief Executive's Report.

9.2.2 Macquarie International Private Hospital

The Board noted there were no further updates in the Chief Executive's Report.

9.3 Capital Works Report

The Board received, read and read the Capital Works report.

The chief executive noted the high quality work done by the capital works department.

9.4 Clinical Governance and Risk Reports

(i) Quarterly Report

The Board received, read and noted this report.

(ii) Deep Dive – Risk Register

The Board received, read and noted this report.

(iii) SLHD Quarterly Risk Register Report

The Board received, read and noted this report.

(iv) Emergency Management Report (Quarterly)

The Board noted this report is due in February 2024

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

The Board received, read and noted this report.

9.6 Facility Reports – September 2023

(i) Balmain Hospital

The Board received, read and noted the Balmain Hospital facility report, in particular that Grace Scott has been permanently appointed as General Manager. The board would like to extend its congratulations to Grace Scott as a finalist for the Premier's Awards.

(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. The board would like to send a letter acknowledging that SLHD Mental Health Services has the longest experience of any mental health team in the state.

(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, in particular that Professor Michael Boyer AM has been appointed as Chief Executive Officer of Lifehouse. The board would like to send a letter of congratulations to Professor Boyer.

(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 13 November 2023.

11.2 Education and Research Committee

The Board received, read and noted the minutes of the meeting held on 20 November 2023. The board agreed to explore and monitor the breaches around the ethics committee.

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 received, read and noted the minutes of the meeting 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 22 November 2023. It was noted that this meeting is well attended, discusses challenging matters and council members are engaged. The issues raised at the meeting indicate that Concord Hospital does not have significant safety issues. Concord Hospital does not have complication rates outside the normal bench marks. The meeting is attended by Clinical Directors who present regularly and have not raised issues about clinical quality and safety.

11.6 Health Care – Clinical Council

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

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 4 February 2024.

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

The Board noted the meeting to be held on 6 December 2023 was cancelled due to AGM.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board received, read and noted the minutes of meeting held on 28 November 2023.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board read, received and noted the minutes of the meeting held on 21 November 2023. The board would like to monitor the action plans including the pilots, roll outs, dashboards and concrete changes. The chief executive noted in regard to concerns about the fire risk of electric vehicle (EV) charging stations, SLHD would like all charging stations to be in the open. While the percentage of fires associated with electric vehicles is lower than for internal combustion powered vehicles, and is often associated with overcharging and charging overnight, extra caution is paramount around hospitals.

12.2 Medical and Dental Appointments Advisory Committee

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

12.3 Finance Leaders Forum

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

12.4 NSW Health / SLHD Performance Review Meeting

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

12.5 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 28 November 2023.

12.6 Major Procurement, Assets and Imaging Steering Committee

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

12.7 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the meeting to be held on 19 December 2023.

12.8 Concord Forensic Mental Health Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 18 October 2023. The chief executive noted that staff and community have been engaged via consultation and they are aware of the importance of the 42-bed facility and its positive impact.

12.9 RPAH Redevelopment Executive Steering Committee

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

12.10 Security and Violence Prevention Committee

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

12.11 Contracts Implementation Committee

The Board noted the meeting was held on 11 December 2023.

12.12 Enforceable Undertaking

The Board received, read and noted the minutes of the meeting held on 9 November. The board would like to send a letter of congratulations to Brian Diskin and Lesley Innes for the accreditation for the Graduate Diploma of Prevention and Management of Acute Behavioural Disturbances Course and the exceptional feedback from the trial.

13. Matters for noting

13.1 The Short Notice Accreditation (SNA) preparedness briefing.

The Board received, read and noted this brief.

- 13.2 Annual Report for the Sydney Institute for Women, Children and their Families 2022 (the Institute).

The Board received, read and noted this report.

- 13.3 Recordkeeping Monitoring Exercise 2023

The Board received, read and noted this report. The chief executive received a noted from the ministry concerning her exceptional record keeping.

- 13.4 SLHD Surgical Robotics Program Annual Report FY2022/23

The Board received, read and noted this report.

- 13.5 Brief – Progress update on the activity and evolution of the RPA Virtual Emergency Department

The Board received, read and noted this brief.

- 13.6 Annual STI, HIV, hepatitis, tuberculosis (TB), influenza and all diseases reports for 2022.

The Board received, read and noted this report.

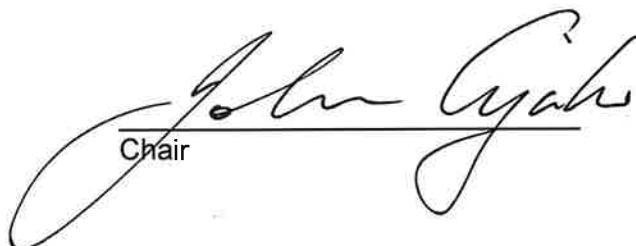
14. Other Business

Nil to report.

15. Next Meeting

The next meeting will be held on Monday 19 February 2024 at 9.00am.

The meeting closed at 10.45am



Chair

26.2.24
Date

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

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 October 2023, 81.25% of all Serious Adverse Events were reviewed within 60 days. YTD October 2023, 95.31% of all Serious Adverse Events were reviewed within 60 days.

It is pleasing that Mental Health Readmissions within 28 days for YTD August 2023 have decreased to 12.5% compared to the same time last year (14.6%). 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 4.1% YTD September 2023. Unplanned Emergency Representations (same ED within 48 hours) were 4.1% YTD October 2023 and is lower than the State average 4.5%.

Staphylococcus Aureus Bloodstream Infections (SABSI) are above the target (1.0/10,000 bed days), with 2.0 per 10,000 bed days for the month of September 2023. There was one Central Line Associated Bloodstream (CLAB) infections reported in September 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 35.1 per 10,000 episodes, which is above the target of 33.2 for the 12 month rolling period of September 2022 – August 2023. The rate last month was 43.3. The instances of Hospital Acquired Endocrine Complications decreased by 53 during the period, when compared to the previous 12 month rolling period.

The rate of **Third or Fourth Degree Perineal Lacerations** in Hospitals was 372.8 per 10,000 episodes, which is above the target of 349.1 for the 12-month rolling period of September 2022 – August 2023. The rate last month was 407. The instances of Third or Fourth Degree Perineal Lacerations decreased by 22 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.

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 October 2023, premium staff usage decreased by 0.52 for Nursing Staff, 2.52 for Medical Staff and 0.43 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 **1.67%** increase in the number of separations (13,666) for the month of October 2023, when compared to the same period last year (13,442). In October 2023, the District's occupancy rate decreased by 7.81% to 82.80% when compared to the 90.61% reported in October 2022. It should be

noted that the transition from the Health Information Exchange to EDWARD has resulted in data quality issues, with bed occupancy among the impacted data elements. The Ministry of Health is working to address these issues.

There were 14,876 attendances to the District's Emergency Departments in October 2023, which is a 1.57% decrease from 15,114 in October 2022. For the month of October 2023, average NWAU of emergency presentations have increased by **1.58%** when compared to the same period last year representing an increase in the acuity of the patients presenting to the Emergency Department from 0.1456 in October 2022 to 0.1479 in October 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.

October 2023 separations have increased **1.67%** when compared to October 2022. However, there is still a significant decrease in separations compared to October 2018/19 from 14,934 to 13,661 October 2023/24. It is pleasing that the gap with activity prior to COVID is decreasing.

There has been a decrease in unplanned separations from 7,334 in October 2018/19 to 6,018 in October 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. October 2023 has been a very challenging month for our hospitals. There was a 5.76% decrease in ETP during October 2023 to 56.96%, when compared to the same period last year. For the month of October 2023, 1,002 fewer patients were seen within target, compared to the same period last year. Admitted ETP was below target (50%) for the month of October 2023 at 36.44%, which is a 0.10% decrease when compared to the same period in the previous year.

Transfer of Care

The District performed above target (90%) for transfer of care (TOC) in October 2023, with 90.92% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is an improvement of 3.51% on last month and an 5.04% increase when compared to the performance of 85.88% 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, 3, 4 and 5 targets for the month of October 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.

Planned Surgery

There was an increase of **455** planned surgeries performed in SLHD facilities in October 2023 when compared to the same period in the previous year, representing an increase of **22.49%** (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. Collaborative Care arrangement will cease in 2024.

For the month of October 2023, SLHD maintained 0,0,0 surgical performance for elective surgery targets. YTD October surgical patients not ready for care increased by 2.06% (32) 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 70.25% as our hospitals return to business as usual.

Collaborative Care Activity

Facility	Oct-23	Oct-22	%Variance Month	YTD	Prev YTD	%Variance YTD
Canterbury Hospital		38	-		235	-
Concord Hospital		117	-		512	-
IRO		0	-		2	-
RPAH	130	264	-50.76%	545	1,083	-49.68%
Total	130	419	-68.97%	545	1832	-70.25%

Emergency Surgery

There were 44 fewer emergency surgeries performed in the month of October 2023 when compared to the same month last year, representing a 3.59% 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. October 2023 Hospital in the Home overnight separations increased by **51.30%** 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 -6.96% variance for September 2023, excluding Dental. Work is continuing with the Ministry to address data issues associated with the transition from the Health Information Exchange to EDWARD, with NWAU among the impacted data elements. The Ministry of Health is working to address these issues.

Board Report



Stream	Target	Actual	Variation	Variation %
Acute*	44,646	41,629	-3,017	-6.76%
ED	6,188	6,417	229	3.70%
NAP**	13,020	11,966	-1,054	-8.10%
SNAP	3,845	2,612	-1,233	-32.07%
MH Admit^	5,529	5,678	149	2.70%
MH NAP	2,681	2,324	-357	-13.32%
Total	75,908	70,625	-5,283	-6.96%
Dental DWAU	17,015	14,028	-2,987	-17.56%
Dental NWAU#	2,012	1,659	-353	-17.56%
Total (NWAU)	77,921	72,284	-5,636	-7.23%

*282 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 October 2023, 16.57% (2,170 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 123 (6.01%) patients who elected to use their private insurance compared to the same period last year and a decrease of 123 (5.36%) in total separations from previous month.

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

- RPAH – An increase of 14 (1.33%) private patients.
- Concord – An increase of 92 (10.54%) private patients.
- Canterbury Hospital – an increase of 10 (10.10%) private patients.
- IRO – An increase from 11 to 16 private patients.
- Balmain Hospital –An increase from 8 to 10 private patients.

Single Room Usage

For the month of October 2023, 9.82% of patients were flagged as infection control across the District. For the month, 19% of all available single rooms were occupied by private patients and 43% of all private patients were accommodated in single rooms.

SLHD Strategic Revenue Network

Key notes:

- The SLHD Strategic Revenue Network meeting was held in October 2023. Error levels continue to be an area of focus as it provides an area of opportunity to reduce revenue leakage. Facilities have implemented strategies to reduce error levels. The MoH provided an outline of the various projects that are being undertaken, including the Patient Billing Standardisation project. The MoH also continues collaboration through the Revenue Partnering Initiative.

- The Clinician Billing Portal (CBP) is progressing with RPAH, CRGH and TCH. All facilities are working to identify and sign-up staff specialists to bill through the application. There are 232 registered users and a total of \$4.01M has been raised through the portal to date.

REDESIGN AND SERVICE IMPROVEMENT

Innovations – The Pitch

The next round of The Pitch will be held on 13 December 2023

- The event follows a hybrid approach with face-to-face attendance encouraged at the Concord Medical Education Centre, as well as the ability to also connect via live-stream.
- Eight applications were received for this round, with five top finalists selected to present at the 29th Pitch event:
 - *Advancing Jarjums Connections Resources*: This proposal explores enriching children's well-being and cultural awareness, the initiative encompasses movement, mindfulness, and Aboriginal culture. Collaboratively designed by experts, the program is poised to expand its impact across NSW Local Health Districts, fostering meaningful connections and holistic learning for young minds.
 - *A gen-IUS idea*: This pitch explores a non-invasive method of monitoring inflammation through a new modality called 'intestinal ultrasound'.
 - *From Surviving to Thriving!*: This pitch looks at the implementation of a Cardiac Neuropsychology Service for Adult Patients with Congenital Heart Disease.
 - *Let's Liven up Lakemba*: This pitch will look at working together with the community and cultural diversity hub to get resources which make the Lakemba Health Centre a great space to receive place-based child and family care.
 - *A Wheely Big Problem*: This pitch explores the introduction of a new clinical trolley which will enable easy transportation of centrifuge and pipetting equipment in Endocrinology.

Centre for Healthcare Redesign (CHR) Graduate Certificate Program

- HealthPathways Sydney Periodic Review Redesign:
 - The team have finalised the Diagnostic report for review by the project steering committee.
- Meeting Challenges through Collaboration at Balmain Hospital General Practice Casualty:
 - The IAG meeting reconvened in October 2023.
 - Solutions will continue to be explored and progressed at the next meeting scheduled in December 2023.
- Antenatal Redesign:
 - The team has finalised the implementation planning deliverables and submitted to ACI. The team are establishing working groups to undertake the implementation of the below solutions.
 - Improve communication to women through a multi-pronged approach addressing receipt of referrals, information on website and on voicemail, use of social media, etc.
 - Improve education and information to GPs through updated HealthPathways and education sessions for prenatal screening with a focus on combined first trimester screening
 - Internal process improvement, including administrative processes
- Mission ORP Possible (Osteoporosis Redesign):
 - The Diagnostic Report was endorsed by CE, SLHD.
 - The team are finalising their solutions report and anticipate reviewing this with the project steering committee in December 2023.
- Re-think, Re-prioritise and Re-design for Child and Family Health (Triple R for CAF):

- The team have finalised the Diagnostic report for review by the project steering committee.
- The team are in the solutions phase of the project where they are consulting with staff around prioritisation of solutions.
- Creating Healthy smiles – Holistic care pathways
 - The project team is working through the solution design phase of the project where they are seeking ideas to address the issues and root causes identified in the previous phase (diagnostic phase). So far two solution design workshops have been successfully conducted involving administration and clinical staff.

Accelerating Implementation Methodology (AIM):

The final AIM training session for 2023 is planned on 27-28 November and is fully booked.

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.
- Review process continues for gastroenterology, liver and 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 new SLHD Diabetes Model of Care.
- Obstetric and Antenatal content – ongoing update and revision, including changes to support the RPAH ANTICIPATE Clinical Re-Design project.

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.

Usage of HealthPathways

Utilisation remains consistent with previous months in 2023.

	November 1-23 2023	October 2023	September 2023	August 2023	November 1-23 2022
Users	1,901	2,277	2,183	2,404	1,585
Sessions of use	11,424	15,060	14,920	16,076	10,266
Total Page Views	36,266	46,533	45,475	49,241	31,679

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 October 2023 based on the District's budgeted NCoS.

For the period ended 31 October 2023, GF Expenditure was \$35.778M (4.72%) unfavourable to budget. The District's unfavourable result for YTD October 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.

YTD October 2023 Expenditure increased by \$29.861M (or 3.91%) compared to YTD October 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 \$198.474M in October 2023.

Total Revenue was \$13.249M (14.17%) unfavourable to budget for the month of October 2023 and \$11.010M (3.16%) unfavourable to YTD October 2023 budget. Excluding Doubtful Debts, Revenue was unfavourable to month of October 2023 by \$11.449M and unfavourable to YTD October 2023 by \$15.993M. Despite increases in a number of revenue categories, the District continues to see unfavourable results in Patient Fees Private, Facility Charges, Prosthesis income and Car Parking Fees as a result of the impact of COVID-19 in the YTD result. MoH has increased the District Revenue target by 4.71% compared to last financial year. The District has been closely monitoring achievement of NWAU targets to meet funding requirements set by Commonwealth.

The NCoS for October 2023 was \$21.757M unfavourable to budget. For YTD October 2023, the District's NCoS was \$46.788M unfavourable to budget.

The District projects the NCoS to be unfavourable for the 2023/24 financial year by \$93M relating to unfavourable results for:

- Expense (\$60M)
- 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 October 2023 was \$8.508M (4.43%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Overtime (\$4.964M), Agency costs (\$1.429M), Annual Leave (\$1.106M), Superannuation (\$3.894M), Grants & Subsidies (\$0.422M) and Goods and Services Expenses (\$11.532M) offset by favourable results for Salaries & Wages (\$12.044M), VMOs (\$1.926M) and RMR (\$2.564M).
- YTD October 2023, GF Total Expenditure was \$35.778M unfavourable to budget, primarily reflecting unfavourable results for Salaries & Wages (\$0.324M), Overtime (\$6.073M), Annual Leave (\$3.213M), Superannuation (\$6.405M), Goods & Services (\$12.104M), RMR (\$0.232M) and VMO Payments (\$3.832M) offset by favourable results for Grants & Subsidies (\$0.110M).

Revenue

- GF Revenue for the month of October 2023 was \$13.249M (14.17%) unfavourable to budget, reflecting the unfavourable variances in Patient Fees (\$9.022M), User Charges (\$1.219M), ABF Commonwealth Contribution (\$2.809M) and Doubtful Debts \$1.798M offset by favourable variances in Grants and Contributions (\$0.560M) and Other Sources (\$1.042M). Excluding Doubtful Debts, Revenue was unfavourable to month of October 2023 by \$11.449M
- YTD October 2023 GF Revenue was \$11.010M (3.16%) unfavourable to budget. This result reflects unfavourable variance in Private Patient Fees (\$5.212M), Facility Fees (\$1.440M), Prosthesis Income (\$1.485M), Car Park Fees (\$0.264M), Pharmacy Sales (\$0.584M) and ABF Commonwealth Contribution (\$2.805M) offset by favourable variances in Grants and Contributions (\$2.523M) and Doubtful Debts \$5.043M. Excluding Doubtful Debts, Revenue was unfavourable to YTD October 2023 by \$15.993M

Special Purpose and Trust (SP&T)

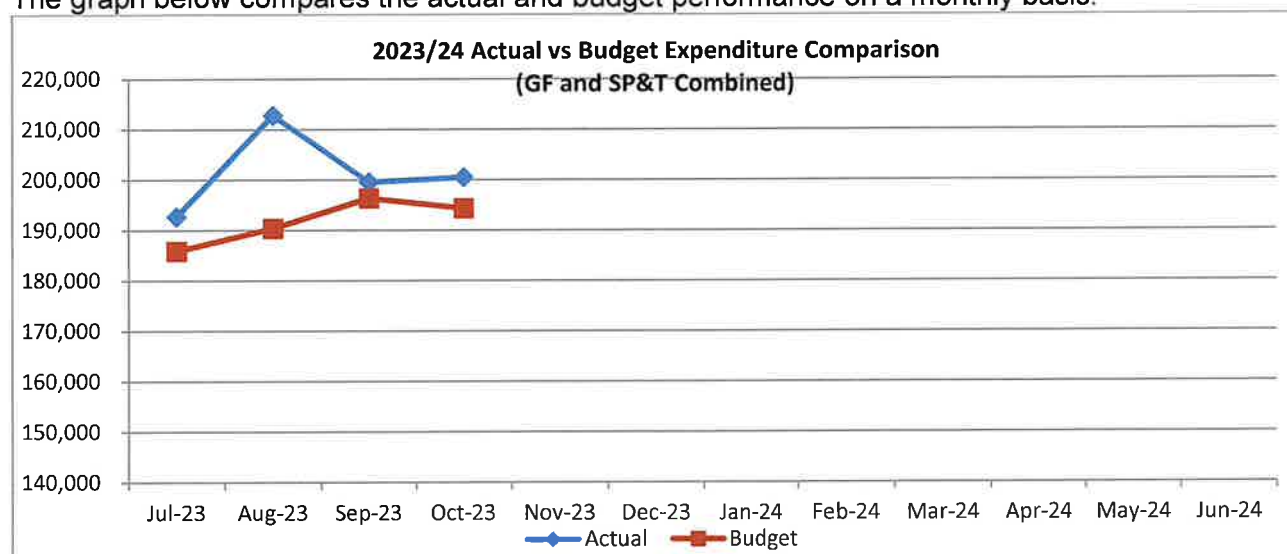
SP&T NCoS was \$1.798M unfavourable to budget for the period of October 2023. This result reflects unfavourable budget variance for Expenditure (\$2.863M) and favourable for Revenue (\$1.065M).

Consolidated Result

For the period ended 31 October 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$48.587M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$38.641M), Revenue (\$14.928M) and favourable for Doubtful Debts (\$5.043M).

Monthly Budget Performance

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



Liquidity

The cash balance at 31 October 2023 for the SLHD Operating bank account was \$10.746M and the Operating Cash book balance was \$12.876M.

Capital Works – SMRS Projects

As at 31 October 2023 the District's Full Year Capital works budget relating to SMRS Projects is \$26.947M comprising \$2.616M of MoH funded and \$24.331M of locally funded projects. In the month of October 2023, five locally funded projects totalling \$13.587M were approved by MoH.

Actual expenditure as at the end of October 23 was \$6.468M which is on budget.

Other Capital Projects

As at the end of October 2023, the District had expended \$0.150M on other projects.

CAPITAL INFRASTRUCTURE & ENGINEERING SERVICES

RPA

Redevelopment

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

- Construction certificates were issued for the temporary helicopter landing site (HLS) and Lambie Dew Drive.
- Main works offer issued by CPB and under review.
- Completion of round 2 PUG meetings.
- Facility Wide User Groups (FWUGs) are progressing.
- Site establishment for Early Works Contractor site accommodation completed.
- Anatomical Pathology operational commissioning activities are complete, and users successfully decanted from building 94 to the new building (B12).
- Design coordination sessions are continuing with USYD and SBA.
- Liaison with Sydney University via regular working group meetings on proposed construction works continue; and
- the Construction License agreement between USYD and the Redevelopment Project has been executed.

Rapid Autopsy – shell space and lift

The new lift has been tested and commissioned and the epoxy flooring is complete. CIE is working with BCA consultants to obtain the required handover and commissioning documentation.

Specialist Outpatients Department- KGV L8

Wall sheeting throughout the specialist outpatient clinic was completed this reporting period, with painting and installation of wall protection now underway. The bulkhead for the reception has been installed and bathroom tiling is also complete.

Molecular Biology Lab

The capital works program for the Molecular Biology lab was successfully completed this month. The area has been commissioned and handed over for occupation.

Steriliser Replacement

Demolition works for the Steriliser Replacement project progressed throughout this reporting period. The existing flooring has been removed and service disconnections completed. Site set-out works are currently underway.

West Campus Outdoor Area

Work on the western campus area commenced in November and excavation work is now completed. Construction for the new garden beds is currently underway, including concrete curing and block laying.

Gloucester House Level 6

The capital works program for the Gloucester House Level 6 project progressed well throughout this month, with painting and flooring to the eastern wing complete. A decanting strategy for transitioning staff to these areas is underway.

Gloucester House Level 2

Building works to Level 2, including floor prep and ductwork, commenced during this reporting period. Saw cutting to the floors for drainage has commenced, and new air-handling units have been delivered to the site for installation.

Concord

Concord Multistorey Carpark

Key milestones for this reporting period:

- Lift shaft bases have been poured.
- Storm water retention tank has been installed.
- Two slab on the ground has been poured.
- Retaining walls between upper and lower levels complete and vertical shafts have been formed.
- Stormwater to under slab has been completed.
- Stormwater installation external to the building has commenced.

SSD Sterilising

Over the course of this reporting period, works on the decontamination area were nearing completion and service fit-offs for the offices were completed. Planning for the next two stages of work is currently being costed.

ED CT Scanner

Demolition works to the waiting room were completed this month and hoarding for the transfer of the care bay has been relocated in preparation for the next phase of work.

ANZAC Façade

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

ACE Unit

Stage 1 works for the ACE unit project, including installing new flooring and painting, were completed this month. Electrical and hydraulic service fit-offs are complete and joinery installation is underway.

Ground East

Wall framing for the Ground East project at Concord Hospital was completed this reporting period and wall noggins have been installed. Electrical service rough-in is well underway and painting has commenced.

Canterbury

CT Scanner Replacement

The capital works program for the CT Scanner replacement at Canterbury Hospital commenced in November. The existing CT has been removed and service rough-ins are underway.

Balmain

Stacey House

The capital works program for Stage 3 of the Stacey House project commenced this month. Painting works are well underway and work to the kitchen, including new lighting and electrical rough-in, are progressing well.

PLANNING

Urban Developments

The Planning Unit is leading the District response on several state significant developments and major urban developments, including two on Parramatta Road, leveraging from the Parramatta Road Corridor Urban Transformation Strategy (PRCUTS). This includes:

- Burwood North.
- Leichhardt and Inner West Council.
- South Eveleigh – Explorer Street.

- Alexandria Health Centre (Private Mental Health facility).

Sydney Local Health District Health Care Services Plan (HCSP)

This District Healthcare Services plan/strategy is a major enabling plan supporting the SLHD Strategic Plan. 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. Meetings and consultations have been held to commence the planning process.

It will outline and reflect the interface of:

- Clinical Stream Priorities.
- Facility Priorities.
- Priority Service Areas.

The plan will focus on the six Priority Service Areas that have been identified for the SLHD for 2024-2029:

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

Background papers are being developed for each priority service area.

SLHD Strategic Plan 2024 2029

A Board/Senior Executive/Clinical Director Strategic Plan Workshop is planned for February 2024 to review the draft Strategic Plan. After Board consideration, the final Plan is expected to be launched in Q1 2024.

RPA Stage Two Service Plan

Building from the RPA Stage 2 Capital Investment Proposal (CIP) submitted to the MoH in June 2023, an in-depth service plan has been developed for RPA Stage 2A, which is being forwarded to the MoH. Additional forecasting is being undertaken for Stage 2B.

Inner West Child Health and Wellbeing Plan

The Planning Unit has developed, in collaboration with the Integrated Care Directorate and the Human Services Group, a draft Child Health and Wellbeing set of strategies for consideration across agencies as well as a report of the consultations.

Other Plans and Projects

The Planning Unit is currently supporting and working with other SLHD Units on the development of several plans and projects across the District, including:

- SLHD Domestic Violence Action Plan.
- Allied Health Research Plan and workshop.
- Aboriginal Health Plan Review and New Plan Scope.
- SLHD Smoking and Vaping Forum.
- The Bays Social Impact Working Group.

SYDNEY RESEARCH

Sydney Biomedical Accelerator

Design Development

On behalf of SLHD, Sydney Research continues to lead, coordinate and contribute to the planning, design and consultation process for the Sydney Biomedical Accelerator and its future operational state. The initial phase of schematic design development concluded in July 2023, which involved eight rounds of eight Project User Groups, 12 specialty-focussed Working Groups and 14 Technical Review Groups. Since August 2023, we are actively involved in the next phase of detailed design development that has involved a further three rounds of 6 Project User Groups, 14 specialty-focussed Working Groups and a series of 8 Technical Review Groups. These groups have involved clinicians, researchers and technical staff from across SLHD, University of Sydney (USyd) and the Centenary Institute. This phase will assist in progressing the design of the complex to 70% by December 2023 and form the tender brief required to engage a Main Building Works Contractor in early 2024 for the commencement of construction by June 2024.

Governance and Committees

The SBA Executive Steering Committee (ESC) will meet on 8 December 2023, which will be the final meeting of 2023, focusing on workplace design, operational principles, facility leadership principles, and key project metrics.

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.

The RPA Institute of Academic Medicine and General Manager, RPA, has also recently established a Gloucester House Management Committee, which focuses on the design and operational planning of the heritage-listed Gloucester House facility on the RPA campus. Gloucester House will be functionally linked to the SBA but will remain under the governance of SLHD. The facility is intended to support clinical research, clinical trials and industry partnerships.

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 14 November 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.

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 SBA Interim Project Management Agreement term sheet has recently been finalised and endorsed. We are close to finalising the term sheets for the Cooperation Agreement and Umbrella Agreements, which together will contribute to the framing for the operational management of the SBA.

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.

Sydney Research has been working with Infrastructure NSW and the Ministry of Health to finalise the following timelines for the Business Case development and the INSW Gateway 2 Assurance review.

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 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 next newsletter will be released in December 2023. 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.

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 of the consulting firm ACIL. A/Prof Taylor is part of the Tech Central Economic Framework Project Control Group, and Ms Schmidt is part of the Tech Central Economic Framework Working Group. The purpose of this work is to develop the Tech Central Economic Framework that will be managed and reviewed through a Project Control Group and Working Group structure, reporting through to the Interim Leadership Group.

Sydney Innovation Precinct for Health Education Research (SIPfHER)

The next meeting of the SIPfHER Precinct Council chaired by Mr Paul Robertson AO will be held in the New Year. Membership of the Council 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. This 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.

Precinct Committees

A/Prof Taylor and Ms Schmidt are members of the Precinct Posse and NSW Health Innovation Precinct Community of Practice, which both hold monthly meetings that bring together leaders across the multiple Innovation Precincts in NSW and to share information, opportunities and advice for the development of each Precinct.

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. 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 December 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
- 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, ProActive ReSolutions has continued to undertake an independent intervention to support employees at Concord Hospital by identifying actions to address issues raised and improve their overall workplace experience. Sydney Local Health District and its Executive remain fully committed to the process and continue to work with Pro-Active ReSolutions and staff to address the concerns raised.



Dr Teresa Anderson AM

Chief Executive

Date: 27.2.23