

## Sydney Local Health District

### Meeting One Hundred and Forty Three of the Board

Date: Monday 26 February 2024  
Time: 8.00am – 10:00am  
Venue: Teams / SLHD Boardroom  
Chair: The Hon, John Ajaka, Chair

#### 1. Present and apologies

The Hon, John Ajaka, Chair (Departed 9.30am)  
Dr Mary Haines, Member (Chair from 9.30am to close of meeting)  
Mr Rob Furolo, Member  
Mr Richard Acheson, Member  
Mr Raymond Dib, Member  
Dr Paul Hosie, Member  
Mr John McGee, Member  
Adj/Professor Karen Crawshaw PSM, Member  
Ms Kerry-Anne Hartman, Member  
Ms Ronwyn North, Member  
Ms LaVerne Belleair, Member  
Dr Teresa Anderson, AM, Chief Executive

#### Apologies

Dr John Sammut, Member

#### In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council  
Ms Nerida Bransby, Secretariat  
Mr Puneet Datta, Acting Executive Director Finance (Arrived 8.00am - Departed 8.56am)  
Associate Professor Luke Knibbs, Epidemiology and Public Health Data Science (Arrived 8.00am - Departed 8.25am)  
Mr George Johnston, General Manager, Public Health Unit (Arrived 8.00am - Departed 8.25am)  
Mr Quinn Fowler, GHMP Trainee (Arrived 8.20am to 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 three of the Sydney Local Health District (SLHD) Board.

## **Presentation 1: Small Area Local Health Indicators (SALHIs)**

Associate Professor Knibbs' presentation included:

- Background
- Public Health Research Analytics and Methods for Evidence (PHRAME)
- Socioeconomic status in the SLHD for the period 2016 – 2021.
- Equity
- Overarching Aims
- Specific Aims
- Key Findings
- Forty Five Indicators – with four examples
- Dissemination Plan and Next Steps
- Acknowledgements
- The Board received, read and noted the following supporting documents referred to in the presentation:
  1. Brief - Small Area Local Health Indicators' (SALHIs) by PHRAME
  2. The draft of the Small Area Local Health Indicators (SALHIs) report.
  3. The draft of the supplementary tables that accompany the SALHIs report

Following the presentation the Board discussed:

- Data obtained can get a deeper understanding into the needs of our community
- Interact with local Councils, community members and different religious groups
- Reports provided to the Clinical Quality Council, Innovations Symposium and feed into the Strategic Plan.
- Target intervention clinics and outreach services.

The Board thanked Associate Professor Knibbs and Mr Johnson for the presentation and for attending the meeting.

## **Presentation 2: SLHD Expenditure Review Committee**

Mr Datta's presentation included:

- Contents
- Current State Analysis
- Current State Assessment including Financial Performance, Full Time Equivalents and Weighted Activity
- Factors that have impacted on the current state
- Actions to address performance
- Governance with meetings being held weekly
- What we are doing immediately
- Next Steps

Following the presentation the Board discussed

- The District is now sitting on Performance Level 1
- Meeting the nursing hours per patient bed day
- AINs counted in safe staffing levels
- Recruitment Unit to assist with rostering allocations
- The need for good communications to staff
- A progress report will be provided to the FRAPM and Board meetings.

The Board thanked Mr Datta for attending the meeting.

### 3. Declaration / Removal of conflicts of interest

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

Mr Richard Acheson declared that his Son and Partner have moved into his home. The parents of his son's partner are both psychiatric nurses working in the SLHD.

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

### 4. Confirmation of previous minutes

#### 4.1 Minutes of the previous meeting held 18 December 2023.

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

The Chair signed the minutes.

#### 4.2 CE Report – December 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.

### 6. Patient Story

The Chief Executive provided a verbal report from a daughter whose mother presented to Canterbury Hospital Emergency Department and the outstanding level of care received.

## 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 2024

The Board received and noted the Board Calendar for 2024.

## 8. Chair's Report

The Chair provided a verbal report including:

- Letter read to Board Members from Minister Park re appointments, number of members and correct skill mix of Board Members.
- There has been no update on the Intervention review process.

## 9. Chief Executive's report

The Board received, read and noted the Chief Executive's Report for February 2024 including:

- A meeting is being held today with the MoH on the Intervention Review Process to go through the Action Plan.
- Co-Clinical Directors appointments should be finalised soon and those appointed will be invited to our planning day.

### 9.1 Finance and Performance Reports

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

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

#### 9.1.2 Selected Performance Indicators – November 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 noted the report for the period October to December 2023 was not available.

## 9.1.5 HAC Committee Report – December 2023

The Board received, read and noted this report. The Board congratulated all those involved on the outstanding work and achievements relating to the HACs.

## 9.1.6 Aboriginal Workforce Report (six monthly)

The Board noted this report is due in June 2024

## 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 MoH Chief Financial Officer visited the District to gain insight on how our internal Capital Works projects are run.

## 9.4 Clinical Governance and Risk Reports

### (i) Quarterly Report

The Board noted this report for the October – December 2023 period is due in March 2024.

### (ii) Accreditation-Current Status and Year Ahead Planning

The Board received, read and noted this report.

### (iii) SLHD Quarterly Risk Register Report

The Board noted this report is due in March 2024.

### (iv) Emergency Management Report (Quarterly)

The Board received, read and noted this report. There were no identifying concerns raised during the testing systems exercises.

## 9.5 Audit and Risk Committee Report (period 15 November 2023 – 4 March 2024)

The Board noted this report is due in April 2024.

## 9.6 Facility Reports – December 2023

(i) Balmain Hospital

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

(ii) Canterbury Hospital

The Board received, read and noted the Canterbury Hospital facility report. The Board discussed the resignation of the Staff Specialist in Respiratory. A part-time specialist has been appointed until the position is recruited to. Children in the ED are seen by ED clinicians and paediatricians.

(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 in particular, the review regarding the model of the Veteran's Day Centre and feasibility is complete.

(vii) Oral Health Services and Sydney Dental Hospital

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

(viii) Population Health

The Board received, read and noted the report.

(ix) Royal Prince Alfred Hospital

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

(x) RPA Virtual Hospital

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

(xi) Tresillian

The Board received, read and noted the Tresillian report.

(xii) Lifehouse

The Board received, read and noted the Lifehouse report.

(xiii) Public Health Unit

The Board received and read this report.

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

The Board received, read and noted this report.

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

The Board received, read and noted this report.

## 10. Matters for approval / resolution

Nil to report.

## 11. Board Committee reports / minutes

### 11.1 Finance, Risk and Performance Management Committee

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

### 11.2 Education and Research Committee

The Board noted the next meeting is to be held on 19 March 2024.

### 11.3 Strategic Communication and Partnerships Committee

#### (i) Minutes of Meeting

The Board received, read and noted the minutes of the meeting held on 6 February 2024.

#### (ii) Bi-Monthly Report

The Board noted the report was focused on the District's Websites.

### 11.4 Audit and Risk Committee

The Board noted the next meeting is to be held on 14 March 2024.

### 11.5 Health Care – Clinical Quality Council

The Board noted the next meeting is to be held on 28 February 2024

## 11.6 Health Care – Clinical Council

The Board noted the next meeting is to be held on 28 February 2024

## 11.7 Medical Staff Executive Council

The Board received, read and noted the minutes of the next meeting held on 9 February 2024. The Chief Executive explained the Pebble in the Shoe project is to work with departments to raise concerns. This project initially will be trialed in five departments. Dr Smiech has met individually with the new Medical Staff Council Chairs and is attending the next meeting at Canterbury Hospital.

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

The Board received, read and noted the minutes of the meeting held on 7 February 2024.

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

The Board noted the next meeting is to be held on 26 March 2024.

## 12. Other Committee reports / minutes

### 12.1 Sustainability Committee (bi-monthly)

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

### 12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 13 December 2023. The Board acknowledged the work involved by Dr Kim Hill, the District Director of Medical Services, each facility Director of Medical Services and the Medical Training and Administration Unit (MTAU) for all their work with the Quinquennium appointments.

### 12.3 Finance Leaders Forum

The Board noted the next meeting is to be held on 21 February 2024.

### 12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the meeting was held on 15 February 2024.

### 12.5 Organ Donation for Transplantation

The Board noted the next meeting is to be held on 27 February 2024.

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

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

12.7 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the meeting to be held on 19 December 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 20 December 2023.

12.9 RPAH Redevelopment Executive Steering Committee

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

12.10 Security and Violence Prevention Committee

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

12.11 Contracts Implementation Committee

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

12.12 Enforceable Undertaking

The Board noted the meeting to be held on 14 December 2023 was cancelled. The Chief Executive advised that this is near completion and verbal positive feedback has been received.

## 13. Matters for Noting

13.1 Annual Report - Retroperitoneal Sarcoma Program – 2022/23

The Board received, read and noted this report. The Board commended the team on their work in this challenging area.

## 14. Other Business

14.1 Brief and Draft Strategic 2024-2029 - For noting and comments

The Board received, read and discussed this plan including:

- Extensive Consultation with staff and stakeholders
- Comprehensive report
- Good foundation for Operations
- Mention of Close the Gap
- Impossible to measure commercialization KPIs
- Under staff consultation, need to include clinical engagement, Clinical Quality and Clinical Councils

- Feasible Plans

This document will be for further discussion on the Board / District Executive Planning Day to be held when the Co-Clinical Directors are appointed.

## 14.2 Workplace Culture and Safety Action Plan for 2024

The Board received, read and noted this plan. The Board discussed:

- The District takes the people matter survey results seriously
- Excellent documents
- Further information is to be provided on the information concerning RPAH.

## 14.3 Canterbury Hospital Services Priorities Plan – (refer attachment one)

The Board received, read and noted this document.

## 14.4 Leave of Absence

The Board noted that Dr John Sammut is having 12 months leave. Dr Hosie and Dr Smiech will represent the clinicians on the Board.

## 14.5 Agenda Items for Board Members – standing item

The Board discussed the possibility of having a standing item placed on the agenda for Board members to raise matters. Following discussions it was agreed to place this on the agenda and trial it for 6 months and include in the orientation program.

## 14.6 Radio Media

The Board requested further information on a recent caller to a radio station re attendance at an Emergency Department.

## 14.7 MoH / Board Members Conference online

The Board discussed the possibility of booking the SLHD Boardroom for this conference. This was supported.

## 14.8 Special Commission of Inquiry (SCOI) into Healthcare Funding.

Dr Anderson provided a timeline and update on the SCOI. Dr Anderson presented as a witness on 21 February 2024. A copy of her affidavit is to be provided to the Board.

## 15. Next Meeting

The next meeting will be held on Tuesday 19 March 2024 at 9.00am.

# Minutes



The meeting closed at 10.05am

  
Chair

25/3/24  
Date

## Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board February 2024

### **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 December 2023, 100% of all Serious Adverse Events were reviewed within 60 days. YTD December 2023, 96.88% of all Serious Adverse Events were reviewed within 60 days.

It is pleasing that Mental Health Readmissions within 28 days for YTD October 2023 have decreased to 12.0% compared to the same time last year (14.2%). 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 0.2% YTD November 2023. Unplanned Emergency Representations (same ED within 48 hours) were 4.3% YTD December 2023 and is lower than the State average of 4.7%.

Staphylococcus Aureus Bloodstream Infections (SABSI) below target (1.0/10,000 bed days), with 0.8 per 10,000 bed days for the month of November 2023. There were no Central Line Associated Bloodstream (CLAB) infections reported in November 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 34.3 per 10,000 episodes, which is above the target of 33.2 for the 12 month rolling period of November 2022 – October 2023. The rate last month was 35.1. The instances of Hospital Acquired Endocrine Complications decreased by 49 during the period, when compared to the previous 12 month rolling period.

The rate of **Third or Fourth Degree Perineal Lacerations** in Hospitals was 392.6 per 10,000 episodes, which is above the target of 349.1 for the 12-month rolling period of November 2022 – October 2023. The rate last month was 372.8. The instances of Third or Fourth Degree Perineal Lacerations decreased by 12 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 December 2023, premium staff usage decreased by 1.02 for Nursing Staff, 1.19 for Medical Staff and 0.13 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.

There has been a **5.49%** increase in the number of separations (13,620) for the month of December 2023, when compared to the same period last year (12,911). In December 2023, the District's occupancy rate decreased by 6.85% to 83.80% when compared to the 90.65% reported in December 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 15,804 attendances to the District's Emergency Departments in December 2023, which is a 0.62% increase from 15,706 in December 2022. For the month of December 2023, average NWAU of emergency presentations have increased by **4.07%** when compared to the same period last year representing an increase in the acuity of the patients presenting to the Emergency Department from 0.1421 in December 2022 to 0.1480 in December 2023.

It is important to note that all SLHD hospitals continue to have significant pressure placed on them due the return of business as usual activity levels for elective and emergency surgery and the ongoing presence of COVID-19 positive and precautionary patients.

December 2023 separations have increased **5.49%** when compared to December 2022. However, there is still a decrease in separations compared to December 2018/19 from 13,788 to 13,619 December 2023/24. It is pleasing that the gap with activity prior to COVID is decreasing.

There has been a decrease in unplanned separations from 7,274 in December 2018/19 to 6,418 in December 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.

# Board Report



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. December 2023 has been a very challenging month for our hospitals. There was a 3.60% improvement in ETP during December 2023 to 62.61%, when compared to the same period last year. For the month of December 2023, 629 additional patients were seen within target, compared to the same period last year. Admitted ETP was below target (50%) for the month of December 2023 at 42.85%, which is a 11.29% increase 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 December 2023, with 93.79% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is an improvement of 2.87% on last month and an 6.23% improvement when compared to the performance of 87.56% for the same period last year. TOC continues to be impacted by the increased presentations. Continued monitoring of this is occurring, with TOC and ED performance discussed at the District's daily ETP meeting.

## **ED Triage**

The District achieved triage Categories 1, 2, 3, 4 and 5 targets for the month of December 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 **248** planned surgeries performed in SLHD facilities in December 2023 when compared to the same period in the previous year, representing an increase of **16.01%** (excluding Collaborative Care surgery). Collaborative Care arrangement will cease in 2024.

For the month of December 2023, SLHD maintained 0,0,0 surgical performance for elective surgery targets. YTD December surgical patients not ready for care increased by 6.04% (83) when compared to the same period last year.

To supplement operating capacities within Royal Prince Alfred 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	Dec-23	Dec-22	%Variance Month	YTD	Prev YTD	%Variance YTD
Canterbury Hospital		27	-		283	-100.00%
Concord Hospital		65	-		660	-100.00%
IRO			-		2	-100.00%
RPAH	93	177	-47.46%	794	1,506	-47.28%
<b>Total</b>	<b>93</b>	<b>269</b>	<b>-65.43%</b>	<b>794</b>	<b>2,451</b>	<b>-67.61%</b>

## Emergency Surgery

There were 210 fewer emergency surgeries performed in the month of December 2023 when compared to the same month last year, representing a 15.59% 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. December 2023 Hospital in the Home overnight separations increased by **49.08%** 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 -6.33% variance for November 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. The most significant variation is at Concord Hospital and Mental Health. All General Managers are working with the Performance Unit to ensure that all activity is being appropriately accounted for.

Stream	Target	Actual	Variation	Variation %
Acute*	72,178	67,606	-4,572	-6.33%
ED	10,528	10,791	263	2.50%
NAP**	13,020	11,966	-1,054	-8.10%
SNAP	6,136	5,901	-235	-3.83%
MH Admit^	9,340	8,265	-1,075	-11.51%
MH NAP	4,470	3,824	-646	-14.45%
<b>Total</b>	<b>115,672</b>	<b>108,353</b>	<b>-7,319</b>	<b>-6.33%</b>
Dental DWAU	29,248	23,753	-5,495	-18.79%
Dental NWAU#	3,459	2,809	-650	-18.79%
<b>Total (NWAU)</b>	<b>119,131</b>	<b>111,162</b>	<b>-7,969</b>	<b>-6.69%</b>

\*406 uncoded episodes

\*\*Inclusive of COVID clinics and the Special Health Accommodation

^Mental Health Admitted - AMHCC (Jul to Sept) and DRGs (Oct to Nov) for NWAU calculation

#NWAU = 615/5200\*DWAU

## REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

### **SLHD Revenue Committee**

#### **Private Health Insurance Usage**

For the month of December 2023, 17.07% (2,265 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There is an increase of 263 (13.13%) patients who elected to use their private insurance compared to the same period last year and an increase of 58 (2.62%) in total separations from previous month.

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

- RPAH – an increase of 246 (26.22%) private patients.
- Concord – a decrease of 23 (2.43%) private patients.
- Canterbury Hospital – an increase of 41 (41%) private patients.
- IRO – an increase from 6 to 12 private patients.
- Balmain Hospital – a decrease from 15 to 10 private patients.

## Single Room Usage

For the month of December 2023, 9.55% of patients were flagged as infection control across the District.

For December 2023, 21% 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:

- SLHD Strategic Revenue Network meeting was held in November 2023. Error levels remain an area of focus, especially for RPAH and CRGH. The respective ACBU have been asked to work with District Revenue to reduce error levels. MoH has provided an update on the Patient Billing Standardisation project and to work with Districts through the Revenue Partnering Project for revenue improvement.
- 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 237 registered users, and a total of \$4.23M has been raised through the portal to date.

## REDESIGN AND SERVICE IMPROVEMENT

(Next report due in March 2024)

### HEALTHPATHWAYS

#### **Content Development and 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 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**).
- Early scoping is underway for the Phase 2 release of Ophthalmology and Gastroenterology SRCs in April 2024.

## Review-Renew-Refresh ACI Redesign

The HealthPathways Sydney Reviews Redesign is progressing in Solutions Design, which has identified several opportunities to collaborate with the product vendor – Streamliners NZ – around a solution that redefines the purpose of a review with a focus on clinical safety. Discussions are ongoing in the lead up to the HealthPathways Community Conference in May which will provide an opportunity to showcase these learnings with the international HealthPathways community.

## Usage of HealthPathways

Utilisation remains consistent with previous trends across year-end and continues to grow overall year on year.

	January 1-23 2024	December 2023	November 2023	October 2023	January 1-23 2023
Users	1,652	1,723	2,189	2,277	1,439
Sessions of use	10,711	12,151	15,087	15,060	8,663
Total Page Views	35,099	38,955	47,384	46,533	28,785

## 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 District is experiencing significant challenges in relation to our financial performance as we recover from the impact of COVID-19. A SLHD Expenditure Review Committee was established in November 2023 to oversee the District's Financial Recovery Plan. Membership includes the Chief Executive, Executive Director of Operations, Director of Finance, Director of Workforce and Corporate Operations, Director of Medical Services, Director of Nursing and Midwifery, Director of Clinical Service Integration and Population Health, Chief of Staff, Director of Allied Health and Director of Financial Initiatives. A presentation on actions being taken will be provided to the February 2024 Board meeting.

The following analysis reflects the result for the period ended 31 December 2023 based on the District's budgeted NCoS.

For the period ended 31 December 2023, GF Expenditure was \$49.703M (4.38%) unfavourable to budget. The District's unfavourable result for YTD December 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 December 2023 Expenditure increased by \$39.262M (or 3.42%) compared to YTD December 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 \$197.629M in December 2023.

Total Revenue was \$3.582M (4.33%) unfavourable to budget for the month of December 2023 and \$19.803M (3.76%) unfavourable to YTD December 2023 budget. Excluding Doubtful Debts, Revenue was unfavourable to month of December 2023 by \$2.930M and unfavourable to YTD December 2023 by \$24.140M. This includes \$4.133M unfavourability in Grants & Contributions NHRA. Despite increases in a number of revenue categories, the District continues to see unfavourable results in Private Patient Fees, Facility Charges, Prosthesis income and Car Parking.

The NCoS for December 2023 was \$11.624M unfavourable to budget. For YTD December 2023, the District's NCoS was \$69.507M unfavourable to budget.

The District projects the NCoS to be unfavourable for the 2023/24 financial year by \$88M relating to unfavourable results for:

- Expense (\$55M)
- Doubtful Debts (\$3M)
- Own Source Revenue (\$30M)

The Chief Executive and the Executive Director of Finance are continuing to review 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 December 2023 was \$8.042M (4.42%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Overtime (\$1.128M), Agency costs (\$0.161M), Annual Leave (\$2.424M), Superannuation (\$2.587M), Grant expenses (\$0.285M), Salaries & Wages (\$0.210M) and VMOs (\$1.576M) offset by favourable results for Goods and Services Expenses (\$0.969M) and RMR (\$0.071M).
- YTD December 2023, GF Total Expenditure was \$49.703M unfavourable to budget, primarily reflecting unfavourable results for Overtime (\$9.197M), Annual Leave (\$6.424M), Superannuation (\$9.479M), Goods & Services (\$11.383M), RMR (\$0.760M), VMO Payments (\$7.881M) and Grant expenses (\$0.206M) offset by favourable results for Salaries & Wages (\$1.066M).

## Revenue

- GF Revenue for the month of December 2023 was \$3.582M (4.33%) unfavourable to budget, reflecting the unfavourable variances in Patient Fees (\$2.674M), ABF Commonwealth Contribution (\$0.484M), Other Sources (\$0.323M) and Doubtful Debts (\$0.491M) offset by favourable variances in User Charges (\$0.230M) and Grants and Contributions (\$0.320M). Excluding Doubtful Debts, Revenue was unfavourable to month of December 2023 by \$2.930M.
- YTD December 2023 GF Revenue was \$19.803M (3.76%) unfavourable to budget. This result reflects unfavourable variance in Private Patient Fees (\$4.957M), Facility Fees (\$1.195M), Prosthesis Income (\$1.700M), Car Park Fees (\$0.054M), Pharmacy Sales (\$0.520M) and Grants & Contributions - NHRA (\$4.133M) offset by favourable variances in Grants and Contributions (\$3.555M) and Doubtful Debts \$4.561M. Excluding Doubtful Debts, Revenue was unfavourable to YTD December 2023 by \$24.140M. This includes \$4.133M unfavourability in Grants & Contributions - NHRA. The Actuals comprised Activity results for YTD October 2023 Actuals plus December 2023 Targets (as per MoH advice).

# Board Report



## Special Purpose and Trust (Sp&T)

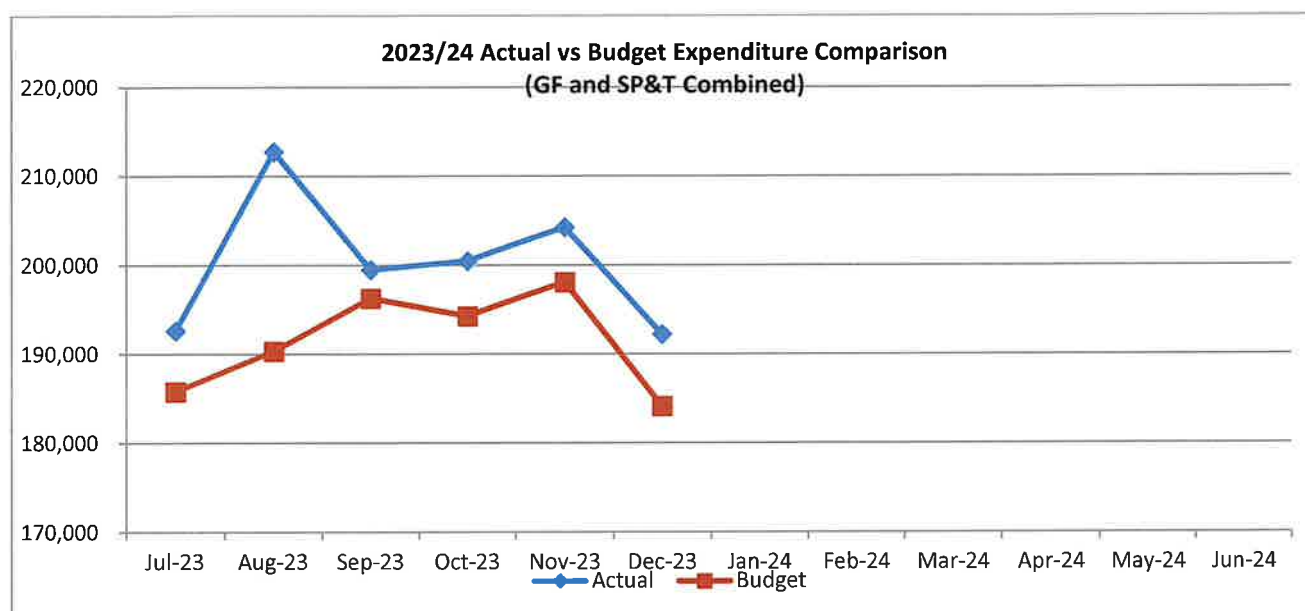
SP&T NCoS was \$1.239M unfavourable to budget for the period of December 2023. This result reflects unfavourable budget variance for Expenditure (\$3.203M) and favourable for Revenue (\$1.964M).

## Consolidated Result

For the period ended 31 December 2023, the consolidated YTD NCoS result for the General Fund and SP&T was \$70.746M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$52.906M), Revenue (\$22.175M) and favourable for Doubtful Debts (\$4.561M).

## Monthly Budget Performance

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



## Liquidity

The cash balance at 31 December 2023 for the SLHD Operating bank account was \$7.667M and the Operating Cash book balance was \$5.574M.

## Capital Works – SMRS Projects

As at 31 December 2023, the District's Full Year Capital works budget relating to SMRS Projects is \$28.538M comprising \$2.734M of MoH funded and \$25.804M of locally funded projects. In the month of December 2023, a MoH funded project (Dental Equipment Centre for Education and Research Ageing) totalling \$0.118M was approved by MoH.

Actual expenditure as at the end of December 23 was \$11.232M which is marginally on budget.

## Other Capital Projects

As at the end of December 2023, the District had expended \$0.235M on other projects. These projects are MoH funded.

## CAPITAL INFRASTRUCTURE & ENGINEERING SERVICES

### RPA

## Redevelopment

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

- Early works contractor approved, and contract concluded with CPB.
- Design Integrity Panel (DIP) meetings are ongoing.
- Demolition of chapel ongoing.
- Soft strip and heritage item salvage at Anatomical Pathology ongoing.
- Service works and conduit installation with the THLS car park is ongoing.
- Completion of round 2 PUG meetings and facility-wide user groups progressing
- Design coordination sessions are continuing with USYD and SBA
- Liaison with Sydney University via regular working group meetings on proposed construction works continues; and the Construction License agreement between USYD and the Redevelopment Project has been executed.

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

The capital works program for the Rapid Autopsy shell space and lift was completed during this reporting period. The area has been commissioned and handed over for occupation.

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

The capital works program for the Specialist Outpatients Department at RPA was successfully completed this month. The area has been commissioned and handed over in preparation for occupation in February 2024.

### **Digital Health and Innovation (DH&I) Relocation to 1 Ross Street Glebe**

The capital works program for relocating DHI from RPA to 1 Ross Street Glebe was successfully completed this month. The area is now being occupied.

### **Fertility Unit RPA**

The Fertility Unit Stage 4 capital works program was completed during this reporting period. Work included new flooring, painting, additional electrical services, and custom joinery. The area has been commissioned and handed over for occupation.

### **Steriliser Replacement**

Electrical and mechanical service rough-ins progressed throughout this reporting period, and building works are underway.

Block laying and concrete pouring works for the new west campus outdoor area at RPA were successfully completed during this reporting period. The new fire hydrant has been connected, and the decking installation is underway.

### **Logistics Hub**

The modular building for the RPA Logistics Hub was delivered and installed in December. Costings for the internal fit-out are currently being prepared and will be issued to the Chief Executive for approval.

### **Gloucester House Level 6**

The capital works program for the Gloucester House Level 6 project progressed well throughout this month, with new paint and flooring completed. Additional works have been requested, and decanting for the eastern wing has commenced.

### **Gloucester House Level 2**

Building works to Level 2 Gloucester House, including ductwork installation, wall framing and sheeting, were completed throughout this reporting period. Painting works and wall setting are scheduled to commence.

## **Cardiac EP Labs**

Demolition activities have been completed, and the framing for the new walls has been installed. Medical gas isolation valve cut-ins and core holes for the new machine have also been completed.

## **Concord**

### **Concord Multistorey Carpark**

Key milestones for this reporting period:

- Ground floor slabs poured.
- Form, reo pour all vertical elements from ground floor to level 1
- Level 1 slab pour underway.
- Ramps poured to level 1.
- Hardstand to western side site complete – future driveway subgrade.
- Commencement of preliminary works required for the installation of the substation kiosk.

### **Concord CSSD Steriliser**

Approved capital works have been completed. Minimal disruptions to the service occurred throughout the project.

### **ED CT Scanner**

Capital works to the new storeroom were completed this month, and the CT room set-out is complete. Heavy demolition works have commenced.

### **Theatres 5 and 6 Upgrade**

The capital works program, including installing new lighting and pendants, was successfully completed during this reporting period. The area and new finishes have been tested, commissioned, and handed over for utilisation.

### **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**

Painting and vinyl flooring installation continued throughout this reporting period, and furniture, fixtures, and equipment have been delivered to the site. Stage 2 works are expected to commence in early February.

### **Ground East**

Mechanical and electrical service rough-ins continued throughout this reporting period. Painting and flooring works have also commenced.

## **Canterbury**

### **CT Scanner Replacement**

The capital works program for the CT Scanner replacement at Canterbury Hospital was completed in December. The new machine has been tested, commissioned and handed over to Canterbury Hospital for utilisation.

## **Balmain Hospital**

### **Stacey House upgrade**

Capital works were completed during this reporting period and included an internal refurbishment of the building's painting, flooring, lighting and kitchen areas.

## **PLANNING**

### **Urban Developments**

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

- Strathfield
- Canada Bay

### **SLHD Precision Medicine Workshop**

The Planning Unit has worked closely with Professor Ron Trent to organise a half day Workshop to further develop the strategic direction for Precision Medicine for the next five years as a part of the District Healthcare Services Plan. The Planning Unit will co-facilitate this workshop.

### **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 with all facilities, some clinical streams and with relevant state-wide organisations and groups to progress the planning process.

The Plan 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.
- Surgery.
- Mental Health.
- Patient Flow + Virtual Care.
- Precision Medicine.
- Aboriginal Health.

Meetings have been held with reference groups to articulate the strategic directions and key issues.

Background papers and strategic frameworks are in the process of being developed for each priority service area.

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

A Board/Senior Executive/Clinical Director Strategic Plan Workshop is planned for 2024 to review the draft Strategic Plan. The most recent draft has been forwarded to the Board for comment and consideration prior to the Board/Senior Executive/Clinical Director workshop.

### **RPA Stage Two Service Plan**

Building from the RPA Stage 2 Capital Investment Proposal (CIP) submitted to the MoH in June 2023, the RPA Stage 2A Service Strategy has been submitted to the MoH, with a presentation to the Service Planning and Investment Branch. Additional forecasting is being undertaken for Stage 2B.

## **Canterbury Hospital**

The revised Canterbury Clinical Services Statement, with the addition of inpatient mental health services, has been forwarded to the MOH for review.

## **Concord Hospital**

The revised Concord Hospital Clinical Services Statement, with revisions based on a final staff consultation, has been submitted to the MoH for review.

## **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.

## **Facilitation of Workshops**

The Planning Unit has facilitated or co-facilitated the following workshops:

- Allied Health Research Plan and workshop
- SLHD Smoking and Vaping Forum

The Planning Unit is working with the RPA Institute of Medicine to comment on the draft Strategic Plan for the Institute and to facilitate a workshop in early March.

## **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.
- Aboriginal Health Plan Review and New Plan Scope.

## **SYDNEY RESEARCH**

### **Sydney Biomedical Accelerator**

#### **Design Development**

On behalf of SLHD, Sydney Research, in conjunction with many other relevant and key SLHD personnel and Clinicians, 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 have continued to be actively involved in the subsequent phase of detailed design development that has involved a further three rounds of six Project User Groups, 14 specialty-focussed Working Groups and a series of eight Technical Review Groups. These groups have involved clinicians, researchers and technical staff from across SLHD, University of Sydney (USyd) and the Centenary Institute. This phase will continue to support the progress to complete the design of the complex to 70% by June 2024 and in forming the tender brief required to engage a Main Building Works Contractor for the commencement of construction by September 2024.

### **Governance and Committees**

The SBA Executive Steering Committee (ESC) met on 8 December 2023 and focussed on workplace design, operational principles, facility leadership principles, and key project metrics. As an outcome of this meeting, the reviewed and updated governance framework was endorsed. This annual revision process formed part of the agreed initial joint Governance framework to ensure ongoing alignment with the development and progression of the project. An additional outcome of this review was agreement to schedule a dedicated facilitated workshop in March 2024 with the Executive Leads for the District, University and the SBA initiative to consider, discuss and agree on future leadership and operational models of the SBA.

The RPA Institute of Academic Medicine and the General Manager of RPA have 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 and the preliminary allocated research themes for Building B were discussed.

## Legal Arrangements

Together with the University of Sydney and with the support of our legal advisors, the SLHD Chief Executive, MoH 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 term sheets for the SBA Interim Project Management Agreement, the Cooperation Agreement, and the Umbrella Agreement have been endorsed, which together will contribute to the framing for the design development, project management and future 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 MoH that a Full Business Case would be developed and submitted by December 2023 and would undergo an INSW Gateway 2 Assurance review in early 2024. The timing of the Business Case and its assurance review is critical to ensure the financial commitment to the project as part of the March 2024 Budget and required prior to the engagement of a Main Building Works Contractor. Following an Expression of Interest process, 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 have been working with Infrastructure NSW and the NSW MoH to finalise the following timelines for the Business Case development and the INSW Gateway 2 Assurance review.

Milestone	Timeframe	Process
<b>Final Business Case Development/Completion</b>	December 2023 – January 2024	<ul style="list-style-type: none"> <li>- Working closely with Capital Insight and the University of Sydney to prepare the FBC, which will undergo a series of internal review and development.</li> <li>- The final draft to be submitted to the independent reviewers for the INSW Gate 2 Review on 9 February 2024</li> </ul>
<b>INSW Gate 2 Review</b>	February - March 2024	<ul style="list-style-type: none"> <li>- The briefing workshop is scheduled for 16 February 2024, and interviews will be held over 20 and 21 February 2024</li> <li>- This process can take between 4-6 weeks to undertake the review and for reviewers to develop and finalise the recommendation report</li> <li>- SLHD to coordinate interviews/review sessions with INSW</li> <li>- INSW to work with the independent reviewers on the development of the recommendation</li> </ul>

# Board Report



		report, which will be provided to the Project Sponsors (Dr Teresa Anderson AM and Mr Vince McTaggart)
<b>Post INSW Gate 2 Review – Project Team Response Period</b>	March - April 2024	<ul style="list-style-type: none"> <li>- This process can take up to 4 weeks, which includes reviewing and responding to the outcomes of the Gate 2 Report prior to its submission to the Ministry</li> <li>- SLHD to review and provide commentary to INSW on the report</li> <li>- All feedback is considered by INSW and their team provides the final version of the report (which may/may not accept suggested changes).</li> </ul>
<b>Ministry Post-Gateway Review</b>	May 2024	<ul style="list-style-type: none"> <li>- SLHD to submit the Business Case, appendices and final INSW Gate 2 Report to Mr Vince McTaggart for internal Ministry review.</li> <li>- This process can take between 6-12 weeks</li> <li>- Ministry endorsement is required <b>before main building works contract award</b></li> <li>- Final endorsement by Secretary of Health</li> <li>- Following endorsement, NSW MoH submits the Business Case and appendices to NSW Treasury and notify SLHD of this submission</li> </ul>
<b>MBW Contract Awarded</b>	September 2024	As per October 2023 ESC Updated Program. NSW MoH endorsement of the FBC and Gate 2 Report required prior to this Main Building Works Contract award.

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 SLHD Chief Executive, relevant SLHD Executives and representatives of the University's Infrastructure and Strategic portfolios. Sydney Research has also regularly briefed the Chief Executive on the progression of the FBC and design development.

## Communications

An interim branding strategy 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 has been finalised and will be installed over the next two weeks.

## SBA Gala Dinner

On February 13, 2024, a gala dinner is being organised at The Eveleigh to showcase the strengths and benefits of the Sydney Biomedical Accelerator and celebrate its progress over the past twelve months. It will elevate key research areas and introduce some of the researchers involved. This event is expected to have 200 attendees, including VIP guests, including Minister Chanthivong and Ms Susan Pearce AM, NSW Health Secretary to name a few, researchers, clinicians, academics, philanthropists, Government, Local Health District Executive and clinicians/ researchers, SLHD Board members and University representatives as well as industry and research partners.

## **SBA Newsletter**

Sydney Research has been working with the SLHD Strategic Relations team and representatives of the University in the development of an SBA newsletter, which showcases key milestones, provides updates on project progress, and offers opportunities to become more involved as part of the SBA ecosystem – “Friends of the SBA”. The first newsletter was distributed in December 2023, acknowledging the contributions of individuals and teams involved to date and shared details of the upcoming gala dinner in February 2024. In addition to the newsletter, we are also refreshing 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, University of Sydney, and Cicada Innovations have partnered to deliver the highly successful and well attended 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 is 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 whilst 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.

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

A meeting of the SIPfHER Precinct Council chaired by Mr Paul Robertson AO was held on 5 October 2023, which involved 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 discussions at this meeting focussed on precinct-wide opportunities for growth and significant infrastructure development, which was supported in a presentation by Mr Greg Robinson, Chief Infrastructure Officer, USYD. Mr Robinson highlighted opportunities, including the former West Connex Dive Site (proposed Camperdown Biotechnology Hub) and the Medical Foundation Building along Parramatta Road. The involvement of the District and Sydney Research team on the Camperdown Biotechnology Hub proposal is detailed below in a separate section. With regards to 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. Updates on these opportunities will be provided at the next SIPfHER precinct meeting in February 2024.

In addition to the above, A/Prof Taylor, Mr Bhatia and Ms Schmidt, along with Corryn McKay, will be presenting the draft prospectus for SIPfHER, which has been developed in partnership with the SLHD Strategic Relations portfolio and Usyd Marketing and Engagement team, and which 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.

## **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 complementary Biotechnology Hub in Camperdown. The Chief Executive, Adj A/Prof Vicki Taylor and Penny Schmidt are the SLHD representatives on this Working Group and have continued to ensure that the proposal clearly articulates the value of a Biotechnology Hub for the District, SIPfHER, Tech Central and how this site/ proposal would complement the strategic vision and objectives of the SBA. All appropriate NSW Government priorities are discussed and considered by this group and during these discussions, including the potential mixed-use for the site to accommodate affordable housing.

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. If this proposal was successful this proposed Hub would be complementary to the strategy and work to be undertaken within the SBA and Tech Central 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.

The Working Group provided input to Property NSW, who developed and submitted a proposal to the Expenditure Review Committee outlining the opportunity of the Camperdown Biotechnology Hub and for mixed use/affordable housing on the site. The proposal will be discussed by the ERC at their next meeting in early February 2024.

## **SBA Innovation Hub**

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 successful initial pilot, we have been working closely with the SLHD Chief Commercial Officer and will soon launch applications for external industry partners and research teams in early 2024, with an updated website to follow.

## **Franklin Women**

### **SLHD Partnership**

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 has established 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.

SLHD continues to support as a key partner in the Franklin Women Carer's Scholarship, which will be held over two rounds in 2024 and aims to support researchers in their careers and/or educational opportunities that are experiencing financial hardship or logistical barriers associated with unpaid caring responsibilities.

This scholarship is aimed at enabling primary carers in health and medical research to participate in valuable career opportunities, reducing the financial and logistical barriers associated with unpaid caring responsibilities.

## **2024 Inclusive Leadership Mentoring Program**

Sydney Research coordinates SLHD's participation in the Inclusive Leadership Mentoring Program. This Program brings together diverse organisations across the health and medical research ecosystem that are keen to invest in the career progression of mid-career women in their organisations as well as the development of their leaders who play a critical role in creating an inclusive workplace culture. The program will be delivered between May and November, when mentees and mentors will meet for sessions and workshops.

## **SLHD Partnerships with Medical Research Institutes**

Working with the SLHD Legal, Capital Infrastructure and Engineering and Commercial portfolios, Sydney Research have coordinated the review, renewal and progression of the District's partnership agreements with the Woolcock Institute and Centenary Institute. The Memorandum of Understanding with the Woolcock Institute has been endorsed and extended for a further 12 months until December 2024. This MoU supports the ongoing research partnership between the Woolcock Institute and SLHD and their clinical support through sleep studies. It will be reassessed at the end of this term based on the relocation of the Woolcock Institute to Macquarie University campus in March 2024 and its potential impact on our existing partnership arrangements. The MOU with the Centenary Institute will be finalised by the end of January 2024, covering a three-year term concluding in 2027. This MOU supports the locational utility, maintenance and services of the Centenary Institute building located on the RPA campus, as well as recognising the ongoing research partnership between the Institute and SLHD. Both MOUs will undergo annual review and regular meetings will be held between the SLHD Chief Executive, Sydney Research and the Executive Directors of these Institutes.

## **Translational Research Grants Scheme (TRGS)**

Sydney Research facilitates on behalf of SLHD the promotion, review, selection and submission of applications to the NSW Health Translational Research Grants Scheme (TRGS), which is conducted annually by the NSW Office for Health and Medical Research. TRGS provide grants to staff at Local Health Districts and other parts of NSW Health to accelerate research translation within the NSW public health system. SLHD has been one of the most successful Public Health Organisations in this scheme, having received \$8.5 million for 6 successful projects over the past 6 rounds. In the coming weeks, Expression of Interest will be sought for Round 8, the progression of Full Applications completed for projects selected in Round 7, and the associated reporting requirements completed for the active projects from previously successful applications in earlier rounds.

## **SLHD Chief Commercial Officer**

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

- Developing commercial proposal and sustainable model for ClinTrial Refer.
- 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.

- Finalisation of a Commercial Strategy for the SBA and case study summaries that will support the Final Business Case required by Infrastructure NSW.
- Participation in monthly meetings with the SLHD Chief Executive, the Chief Commercial Officer and the SLHD Director of Legal Services as part of the Commercial Advisory Group, scheduled to meet next in February 2024.

## **Delegation, tours and events**

On behalf of the District, Sydney Research has played a key coordination role in facilitating the planning, connecting with external parties and in making the associated arrangements to support a number of (both international and domestic) delegation visits to Camperdown. The purpose and scope of these visits are diverse, ranging from understanding the clinical offerings and diverse health services within and across SLHD, our pioneering innovation and research capabilities, major infrastructure developments (SBA and the RPA redevelopment), and our innovative virtual care models of care, for example, RPAVirtual. Sydney Research often directly receives enquiries for delegation visits or are contacted by key agencies, including the NSW Office for Health and Medical Research, Investment NSW and/or the University of Sydney. In 2023, we supported 12 delegation visits and events that are summarised in the attached document.

## **COVID-19 UPDATE**

### **Screening**

All screening has returned to passive mode, with people requested to obtain Rapid Antigen Tests (RAT) kits from local pharmacies and to seek advice from their local General Practitioners where required.

Masks are available at the entrance to all clinical areas for visitors, staff and patients to wear. Facilities have the ability to increase screening and provision of masks as required at a local level.

### **Vaccinations**

COVID-19 vaccinations are being built into the eMeds systems to allow administration to in-patients, outpatients and staff at a facility level.

### **RPA**

Continues Staff and Patient COVID-19 Vaccination.

### **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 Commonwealth has removed the requirement to undertake the COVID-19 Vaccination Training Program for Accredited Nurse Immunisers and Registered Nurses administering the vaccine under the authority of a Medical Officer.

### **Covid-19-Vaccination Report December 2023**

Covid-19 vaccinations have been built into the eMR System (inpatient and non-inpatient workflow) and a system has been set up for loading to the Australian Immunisation register. All hospitals have arrangements in place for Covid-19 vaccinations.

Programs in 2023 have included staff, inpatients, and the mobile outreach clinic for people experiencing homelessness at Wentworth Park.

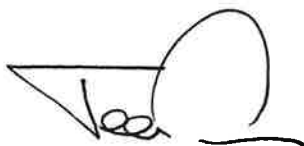
- September 2023: 20 vaccinations
- October 2023: 17 vaccinations
- November 2023: 34 vaccinations
- December 2023: 413 Vaccinations

The new Covid-19 vaccines for XBB1.5 was launched in December 2023.

- All facilities held a staff vaccination day.
- Systems have been set up in the eMR for these vaccines for inpatients and outpatients.

## CONCORD HOSPITAL MEDICAL STAFF COUNCIL

ProActive ReSolutions has continued to undertake an independent intervention to support employees at Concord Hospital in 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. Workshops have been held with a number of Departments and the Executive for which there has been positive feedback. The Backlog of reporting of images in the GE PAC/RIS has been resolved. Strategies are in place to reduce the Sectra PACS/RIS Backlog. To date there have been no major clinical issues identified as a result of the Backlog with strategies in place to escalate the reporting of any urgent images. An external provider has been engaged to undertake afterhours reporting which has been well received. The Ministry has established a working party to assist SLHD and other Districts to address the ongoing issue of radiology reporting. Ongoing recruitment of radiologists has been undertaken with an additional 1.75 FTE commencing February/March 2024. Significant investment has been made in imaging equipment at both Concord and Canterbury Hospitals. The District has met with ANZCR in relation to the Accreditation of Concord Hospital Radiology Department. The meeting was positive and the District will continue to work with them to ensure a positive training environment for Radiology Trainees.



Dr Teresa Anderson AM

**Chief Executive**

Date: 28-3-24.