

Sydney Local Health District

Meeting One Hundred and Forty Four of the Board

Date: Monday 25 March 2024
Time: 9.00am – 11:00am
Venue: Teams / SLHD Boardroom
Chair: The Hon, John Ajaka, Chair

1. Present and apologies

The Hon, John Ajaka, Chair
Dr Mary Haines, Member
Mr Rob Furolo, Member
Mr Richard Acheson, Member (departed 9.45am)
Dr Paul Hosie, Member
Mr John McGee, Member
Ms Kerry-Anne Hartman, Member
Ms Ronwyn North, Member
Ms LaVerne Belleair, Member
Dr Teresa Anderson, AM, Chief Executive

Apologies

Adj/Professor Karen Crawshaw PSM, Member
Mr Raymond Dib, Member

In attendance

Ms Nerida Bransby, Secretariat
Dr Alicja Smiech, Chair, Medical Staff Executive Council (9.00am – 10.45am)
Dr Genevieve Wallace, (9.00am - 9.30am)
Mr Sydney Pham, GHMP Trainee (9.30am - 10.45am)
Mr John O'Grady, Director of Partnerships, SLHD (9.45am – 9.55am)
Ms Valerie Browning AM (9.45am – 9.55am)

2. Welcome

The Chair acknowledged the traditional owners of the land.

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

Presentation

Update on the Hospital in Ethiopia supported by the SLHD Workplace Giving Program including:

- 2.3 million Herds-people surviving through being mobile
- No agriculture
- Extreme droughts
- Typical Afar settlements
- Malnutrition situation
- Child Birth in Afar region
- Checks for pregnant mothers in their home
- Triplets born in the Barbara May Maternity Hospital

Following the presentation Ms Browning thanked the Board and the staff who donate through the Workplace Giving Program.

The Board thanked Ms Browning and Mr O'Grady for attending the meeting and for the presentation.

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 26 February 2024.

The minutes of the meeting held on 26 February 2024 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

4.2 CE Report – February 2023

The Chair declared that the CE Report for February 2024 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 including:

- The Chief Executive provided the Board with a verbal update on attaining the step down beds progression process and where we are up to with this.

- The SLHD has a growing and robust patient report measures (PRM) program. PRMs are surveys that help health providers understand what matters to patients. This agenda item can be removed from the action list.
- Items for Board members to raise has now been placed on the agenda as a standing item at 14.1. This agenda item can now be removed from the action sheet.
- The Chief Executive provided the Board with a verbal update on the Radio concerning Emergency Departments. This agenda item can be removed from the action sheet.
- A copy of the Affidavit submitted for the special Commission of Inquiry into Healthcare Funding has been provided to the Board. This agenda item can be removed from the action sheet.

6. Patient Story

The Board received, read and noted the de-identified positive patient stories at RPA and Concord Hospitals.

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:

- Confirming Board appointments are for a ten year period.

9. Chief Executive's report

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

- According to the Ministry of Health Framework, the District has been moved to Performance Level 1 due the financial challenges being experienced by the District.
- Errors in recording of activity have been identified including the recording of multidisciplinary teams attending to patients. This has been rectified and the Board will be updated next month.

Minutes

- Health Pathways are progressing well.
- GF Total Expenditure for the month of January 2024 was \$8.574M (4.81%) unfavourable to budget. The District has introduced the following actions:
 - Establish an Expenditure Review Committee
 - Reduce overtime and the use of agency staff
 - Reallocate staff from the recruitment unit to look at best rostering practices
 - Reduce meetings and membership of meetings in line with the time for care program.
- The first meeting of the Canterbury Hospital Redevelopment Executive Steering Committee has been held.
- Interviews for the Co-Clinical Directors have now been completed and will be announced soon. Following this, there will be an orientation program for them and then the Board / District Executive planning day to be held in May 2024.
- Advertising for the Executive Director of Finance and the General Manager of Concord Hospital has commenced.
- Feedback from the Independent Gateway Review for the Sydney Bio-Medical Accelerator has been positive.

Attachment – Concord Hospital Restorative Actions – Summary of Progress and Future Plans

The Board received, read and noted this report including:

- ProActive ReSolutions have now completed their work with the District.
- This document will be provided to the Clinical Quality Council Meeting at Concord Hospital and the monthly Clinical Quality Council Meeting of the District.
- Continue the walk-around for Executive in each facility.
- Reinforce and provide positive stories to the Director of Media.
- Remind Heads of Departments to communicate messages to staff from key meetings.
- Dr Smiech attended the last Canterbury Hospital Medical Staff Council Meeting which was very well run.

The Board supported the actions and the proposed governance listed in this document.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – January 2024

The Board received, read and noted the SLHD Board Reporting Pack for January 2024.

9.1.2 Selected Performance Indicators – December 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.

- HAC Committee Report – January 2024

The Board received, read and noted this report. The Board noted the significant improvement in the HACs.

- 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.

9.4 Clinical Governance and Risk Reports

(i) Quarterly Report

The Board received, read and noted this report for the October – December 2023 period including:

- Concord Hospital received the most amount of compliments for the period July - December 2023.
- District policies have been reinforced in relation to medication administered for Parkinson's disease.

(ii) Patient Experience

Refer agenda item 14.1.

- SLHD Quarterly Risk Report

The Board received, read and noted this report.

- Emergency Management Report (Quarterly)

The Board received, read and noted this report for the period October – December 2023. The Board noted the lack of mandatory training for the Incident Management Team controllers is due to a capacity issue.

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 – January 2024

(i) Balmain Hospital

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

(ii) Canterbury Hospital

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

(iii) Community Health

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

(iv) Concord Hospital

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

(v) Drug Health Services

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

(vi) Mental Health Services

The Board received, read and noted this report.

(vii) Oral Health Services and Sydney Dental Hospital

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

(viii) Population Health

The Board received, read and noted the report.

(ix) Royal Prince Alfred Hospital

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

(x) RPA Virtual Hospital

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

(xi) Tresillian

The Board received, read and noted the Tresillian report.

(xii) Lifehouse

The Board received, read and noted the Lifehouse report.

(xiii) Public Health Unit

The Board received and read this report.

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

The Board received, read and noted this report.

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

The Board received, read and noted this report.

10. Matters for approval / resolution

Nil to report.

11. Board Committee reports / minutes

11.1 Finance, Risk and Performance Management Committee

The Board received, read and noted the minutes of the meeting held on 12 February 2024.

11.2 Education and Research Committee

The Board noted the meeting was held on 19 March 2024.

11.3 Strategic Communication and Partnerships Committee

(i) Minutes of Meeting

The Board noted the next meeting is to be held on 2 April 2024.

(ii) Bi-Monthly Report

The Board noted this report is due in April 2024.

11.4 Audit and Risk Committee

The Board noted the meeting was held on 14 March 2024.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 28 February 2024

11.6 Health Care – Clinical Council

The Board received, read and noted the minutes of the meeting held on 28 February 2024

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 3 May 2024.

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

The Board noted the next meeting is to be held on 3 April 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 20 February 2024.

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 14 February 2024.

12.3 Finance Leaders Forum

The Board received, noted and noted the minutes of the meeting 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 received, read and noted the minutes of the meeting 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 13 February 2024.

12.7 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the minutes of the meeting held 20 February 2024 were not available.

12.8 Concord Forensic Mental Health Executive Steering Committee

The Board noted there was no meeting in January 2024.

12.9 RPAH Redevelopment Executive Steering Committee

The Board noted there was no meeting in January 2024.

12.10 Security and Violence Prevention Committee

The Board received, read and noted the minutes of the meeting held on 13 February 2024.

12.11 Contracts Implementation Committee

The Board noted the next meeting is to be held on 25 March 2024.

12.12 Enforceable Undertaking

The Board received, read and noted the minutes of the meeting held on 8 February 2024.

13. Matters for Noting

13.1 Estimating the number of people experiencing homelessness in the SLHD

The Board received, read and noted this report.

13.2 Early RPA Virtual Hospital patient experience results - Virtual Hub for People Experiencing Homelessness

The Board received, read and noted this report.

13.3 Workplace Culture and Safety Action Plan Update - update 4th Quarter 2023

The Board received, read and noted this report.

13.4 RPA Virtual Hospital Virtual Fracture Clinic Progress Update and BMJ Publication

The Board received, read and noted this report.

14. Other Business

14.1 Matters raised by Board Members


The Board received, read and noted this report and verbal comments on processes for understanding patient and family satisfaction with services and feedback and complaints processes in general, including, the large interpreter service provided to the Culturally and Linguistically Diverse Community in 169 different languages.
A “deep dive” presentation will be provided at the Board meeting to be held in May 2024.

15. Next Meeting

The next meeting will be held on Monday 15 April 2024 at 9.00am. The remainder of the dates for the Board Meetings will not change.

The meeting closed at 10.50am


Chair


Date

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

PERFORMANCE

According to the Ministry of Health Framework, the District has been moved to Performance Level 1 due the financial challenges being experienced by the District.

Safety and Quality

During the month of January 2024, 100% of all Serious Adverse Events were reviewed within 60 days. YTD January 2024, 97.32% of all Serious Adverse Events were reviewed within 60 days.

It is pleasing that Mental Health Readmissions within 28 days for YTD November 2023 have decreased to 8.4% compared to the same time last year (13.2%). The General Manager and Clinical Director of Mental Health continue to focus on strategies to improve performance.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation, reporting 4.8% YTD December 2023, which is below the State average of 5.7%. Unplanned Emergency Representations (same ED within 48 hours) were 4.3% YTD January 2024 and is lower than the State average of 4.7%.

Staphylococcus Aureus Bloodstream Infections (SABSI) below target (1.0/10,000 bed days), with 1.0 per 10,000 bed days for the month of December 2023. There were no Central Line Associated Bloodstream (CLAB) infections reported in December 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 under performing in relation to 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 34.9 per 10,000 episodes, which is above the target of 33.2 for the 12 month rolling period of December 2022 – November 2023. The instances of Hospital Acquired Endocrine Complications decreased by 20 during the period, when compared to the previous 12 month rolling period and have also improved on last month's rate of 34.3.

The rate of **Third or Fourth Degree Perineal Lacerations** in Hospitals was 364.4 per 10,000 episodes, which is above the target of 349.1 for the 12-month rolling period of December 2022 – November 2023. The instances of Third or Fourth Degree Perineal Lacerations decreased by 20 during the period, when compared to the previous 12 month rolling period and have also improved on last month's rate of 392.6.

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. In January 2024, premium staff usage decreased by 1.57 for Nursing Staff, 0.71 for Medical Staff and 0.27 for Allied Health, when compared to the same period last year.

Activity

There has been a **1.98%** increase in the number of separations (12,240) for the month of January 2024, when compared to the same period last year (12,002). However, there is still a decrease in separations when compared to January 2018/19 (13,266). In January 2024, the District's occupancy rate decreased by 7.88% to 83.41% when compared to the 91.29% reported in January 2023. 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 15,256 attendances to the District's Emergency Departments in January 2024, which is a 2.03% increase from 14,953 in January 2023. For the month of January 2024, average NWAU of emergency presentations have increased by **1.71%** when compared to the same period last year representing an increase in the acuity of the patients presenting to the Emergency Department from 0.1458 in January 2023 to 0.1483 in January 2024.

There has been a decrease in unplanned separations from 7,297 in January 2018/19 to 6,386 in January 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, RPAH virtual and to private hospitals through collaborative care arrangements which were entered into because of surgery capacity issues, in particular at RPAH.

Emergency Treatment Performance (ETP) (formerly NEAT)

The District continues to work on its ETP performance. January 2024 has been a very challenging month for our hospitals. There was a 2.46% decrease in ETP during January 2024 to 60.55%, when compared to the same period last year. For the month of January 2024, there was a reduction of 185 patients seen within target, compared to the same period last year. Admitted ETP was below target (50%) for the month of January 2024 at 39.59%, which is a 0.12% 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 January 2024, with 94.05% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is an improvement of 0.26% on last month and a 2.77% increase when compared to the performance of 91.28% 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 January 2024 which is a significant improvement on the previous year. Targets for triage categories 2 and 3 have been updated to $\geq 80\%$ and $\geq 75\%$ in the 2023-2024 NSW Health/SLHD Service Agreement.

Planned Surgery

There was a decrease of **13** planned surgeries performed in SLHD facilities in January 2024 when compared to the same period in the previous year, representing a decrease of **1.09%** (excluding Collaborative Care surgery). Collaborative Care arrangement have ceased since January 2024.

Board Report



For the month of January 2024, SLHD maintained 0,0,0 surgical performance for elective surgery targets. YTD January surgical patients not ready for care increased by 5.79% (80) when compared to the same period last year.

Emergency Surgery

There were 30 additional emergency surgeries performed in the month of January 2024 when compared to the same month last year, representing a 2.39% increase.

Community Care and Hospital in the Home

The District has continued to manage its activity through the support of Sydney District Nursing, which manages over 1,000 patients per day in the community, who would otherwise be seen in Hospital. January 2024 Hospital in the Home overnight separations increased by **88.34%** 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 -6.94% variance for December 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.

Stream	Target	Actual	Variation	Variation %
Acute*	89,001	83,162	-5,840	-6.56%
ED	12,816	13,093	277	2.16%
NAP**	25,349	23,192	-2,157	-8.51%
SNAP	7,181	6,875	-306	-4.26%
MH Admit	11,611	9,785	-1,826	-15.73%
MH NAP	5,362	4,718	-644	-12.01%
Total	151,321	140,824	-10,496	-6.94%
Dental DWAU	33,763	26,607	-7,156	-21.19%
Dental NWAU#	3,993	3,147	-846	-21.19%
Total (NWAU)	155,314	143,971	-11,342	-7.30%

*466 uncoded episodes

**Inclusive of COVID clinics and the Special Health Accommodation

#NWAU = 615/5200*DWAU

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

SLHD Revenue Committee

Private Health Insurance Usage

For the month of January 2024, 17.35% (2,074 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There was an increase of 28 (1.37%) patients who elected to use their private insurance compared to the same period last year and a decrease of 193 (8.51%) in total separations from previous month. For the month of January 2024, conversions for facilities as compared to the same period last year were:

- RPAHH – increased by 113 (11.31%) private patients.
- Concord – decreased by 92 (10.13%) private patients.
- Canterbury Hospital – decreased by 1 (0.81%) private patient.
- IRO – increased from 7 to 18 private patients.
- Balmain Hospital – decreased from 8 to 5 private patients.

Single Room Usage

For the month of January 2024, 10.56% of patients were flagged as infection control across the District.

For the month of January 2024, 18% of all available single rooms were occupied by private patients and 44% of all private patients were accommodated in single rooms.

SLHD Strategic Revenue Network

Key notes:

- The Strategic Revenue Network meeting was not held in December 2023 and will resume in February 2024.
- Clinician Billing Portal (CBP) is progressing with RPAHH, CRGH and TCH, with work ongoing to identify and sign-up staff specialists to bill through the application. There are currently 238 registered users and a total of \$4.31M has been raised through the portal to date.

REDESIGN AND SERVICE IMPROVEMENT

Innovations

RPAH

Centre for Healthcare Redesign (CHR)

CHR Graduate Certificate Program

- *HealthPathways Sydney Periodic Review Redesign:*
 - The team are reviewing their project timelines to have implementation planning finalised in 2023/24.
 - The team are currently undertaking the Solutions Design Phase of the project and are developing solutions to the issues identified in the Diagnostics Phase.
- *Meeting Challenges through Collaboration at Balmain Hospital General Practice Casualty:*
 - The GPC Management Advisory Committee has replaced the IAG meeting and is scheduled for 7 March.
 - The new committee will provide a forum specifically for GPC and related stakeholders to enhance the efficiency and effectiveness of patient care and clinical services provided by Balmain GP Casualty.
 - The redesign project solution outcomes will be governed by this committee.
- *Antenatal Redesign:*
 - At the end of 2023, 3 working groups were established to implement the identified solutions.
 - The steering committee, will now act as a governance body for the working groups, with the Terms of Reference updated to reflect the implementation phase of the project.
- *Mission ORP Possible (Osteoporosis Redesign):*
 - The team are finalising their solution report, with a number of staff consulted in the development of the solutions to the issues found in the diagnostics phase.
- *Re-think, Re-prioritise and Re-design for Child and Family Health (Triple R for CAF):*
 - The Diagnostic Report was endorsed by the District.
 - Key Issues included:
 - Inconsistencies with systems and processes,
 - High priority clients are not identified consistently and/or early enough,
 - Communication and collaboration between specialties and with clients,

- Challenges to access the centralised intake team (CHIL) and certain specialty services,
- Quality of information in the referrals, and,
- Care allocation/acceptance of referrals influenced by wait lists rather than client needs.
- The team have conducted numerous solutions consultation workshops, which have informed the development and prioritisation of solutions. A solution report is currently under development.
- *Creating Healthy smiles – Holistic care pathways*
 - The team is in the process of finalising the solution design report, inclusive of the below solutions:
 - Amalgamation of the assessment and treatment general dental waiting list as per the new POHP policy, which will include defining new triage process as per the new codes, improving triaging workflows and training package for staff to implement future state workflows.
 - To have a defined process for clinicians to discharge patients and utilise Titanium electronic medical record system to facilitate the of discharge any patients that have not attended for the past 3 months and have no future appointments.
 - Enhance timely appointment booking and rostering process to improve utilisation of clinical time (quick win).

Relationships and Networking

SLHD Community of Practice (Change Management)

- Planning is underway to determine themes, presentations, and keynote speakers for the first COP session of 2024.

Other Projects

- Hands Up Project (RPAH Hand Clinic)
 - RPAH The General Manager (RPAHH), key allied health staff and admin staff have met to discuss ongoing challenges within the Hand Clinic.
 - An action plan will be developed to address; referral management, attendance of consultants at MDT clinics, and space on Level 5 IRO.
- RPAHH Transfer of Care Project – 'Good to Go, Discharge by 10 and 2'
 - The team is working to finalise the project and will submit sustainable strategies to further drive and support the positive impacts of the project.
- Safeguards program
 - A solutions design workshop has been scheduled for April 2024 with the Child and Family Health team, Safeguards team and CAMHS team to discuss how safeguards can be best integrated within the mental health services.

Accelerating Implementation Methodology (AIM):

The sessions for 2024 have been scheduled as below:

- 26 and 27 February,
- 25 and 26 March,
- 27 and 28 May,
- 2 and 3 September, and,
- 25 and 26 November.

HEALTHPATHWAYS

Content Development and Maintenance

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

- Revision of Burns Injury and Management content nearing completion.
- Review of the Diabetes content continues, to ensure it is reflective of the new SLHD Diabetes Model of Care and is awaiting sign off by SLHD Endocrinology specialists
- There are ongoing updates and revisions to the Obstetric and Antenatal content, including changes to support the RPAHH ANTICIPATE Clinical Redesign project.
- Early planning for the review of the SLHD Cognitive Assessment/Dementia content is under way.
- Early planning for the review of the Falls Management content is also under way.
- Review of the Planned Better Care for Health services is pending.
- Revision of the Long COVID content is underway to align with new RPAHvirtual service provision.

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. There will be changes to approximately 45 clinical HealthPathways and referral resources. Stage Two changes:
 - Gastroenterology and Liver In progress with full clinician involvement aiming for completion by the end of March 2024.
 - 70% of Ophthalmology content developments and changes are complete and awaiting publication following clinician approval/sign-off.
- Program team awaiting notification of next SRC content from NSW Health for part 2 Gastroenterology and Ophthalmology and part 1 ENT and Orthopaedics.

Review-Renew-Refresh ACI Redesign

The HealthPathways Sydney Reviews Redesign is progressing through the Solutions Design phase, which has identified several opportunities to collaborate with the product vendor – Streamliners NZ – around a solution that redefines the purpose of a review with the 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 continues to grow year on year.

	February 1-20 2024	January 2024	December 2023	November 2023	February 1-20 2023
Users	1,784	2,040	1,723	2,189	1,485
Sessions of use	10,515	14,098	12,151	15,087	7,965
Total Page Views	35,802	46,148	38,955	47,384	28,881

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 January 2024, based on the District's budgeted NCoS.

For the period ended 31 January 2024, GF Expenditure was \$58.277M (4.43%) unfavourable to budget. The District's unfavourable result for YTD January 2024 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 January 2024 Expenditure increased by \$39.623M (or 2.97%) compared to YTD January 2023. 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 \$196.083M in January 2024.

Total Revenue was \$1.229M (1.50%) favourable to budget for the month of January 2024 and \$18.574M (3.05%) unfavourable to YTD January 2024 budget. Excluding Doubtful Debts, Revenue was favourable to month of January 2024 by \$0.949M and unfavourable to YTD January 2024 by \$23.191M. This includes \$1.977M unfavourability in Grants & Contributions NHRA. 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.

The NCoS for January 2024 was \$7.345M unfavourable to budget. For YTD January 2024, the District's NCoS was \$76.851M 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 reviewing the NCoS result for the 2023/24 financial year given the challenges faced by the District. The District has continued to maintain 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 District has established an Expenditure Review Committee, comprised of the District's key Executive leaders, that meets weekly to ensure the identification and implementation of effective strategies to manage the District's expenditure and FTE. The Committee's role includes the review of expenditure and associated FTE data for all cost centres, to identify areas of growth that do not align with actual activity levels.

The major variances for the month were:

Expenditure

- GF Total Expenditure for the month of January 2024 was \$8.574M (4.81%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Overtime (\$0.640M), Agency costs (\$0.329M), Annual Leave (\$2.150M), Grant expenses (\$0.334M), Salaries & Wages (\$13.160M), RMR (\$0.283M) and VMOs (\$2.478M) offset by favourable results for Goods and Services Expenses (\$4.121M) and Superannuation (\$7.281M).
- YTD January 2024, GF Total Expenditure was \$58.277M unfavourable to budget, primarily reflecting unfavourable results for Overtime (\$9.838M), Annual Leave (\$8.573M),

Board Report



Superannuation (\$2.197M), Goods & Services (\$7.261M), RMR (\$1.043M), VMO Payments (\$10.360M), Grant expenses (\$0.540M) and Salaries & Wages (\$12.094M).

Revenue

- GF Revenue for the month of January 2024 was \$1.229M (1.50%) favourable to budget, reflecting the favourable variances in User Charges (\$1.364M), Grants and Contributions (\$0.193M), ABF Commonwealth Contribution (\$2.157M) and Doubtful Debts (\$0.281M) offset by unfavourable variances in Patient Fees (\$2.496M) and Other Sources (\$0.269M). Excluding Doubtful Debts, Revenue was favourable to month of January 2024 by \$0.949M.
- YTD January 2024 GF Revenue was \$18.574M (3.05%) unfavourable to budget. This result reflects unfavourable variance in Private Patient Fees (\$5.559M), Facility Fees (\$1.987M), Prosthesis Income (\$1.860M), Car Park Fees (\$0.095M), Pharmacy Sales (\$0.606M) and Grants & Contributions - NHRA (\$1.977M) offset by favourable variances in Grants and Contributions (\$3.748M) and Doubtful Debts \$4.843M. Excluding Doubtful Debts, Revenue was unfavourable to YTD January 2024 by \$23.191M. This includes \$1.977M unfavourability in Grants & Contributions - NHRA. The Actuals comprised Activity results for YTD December 2023 Actuals plus January 2024 Targets (as per MoH advice).

Special Purpose And Trust (SP&T)

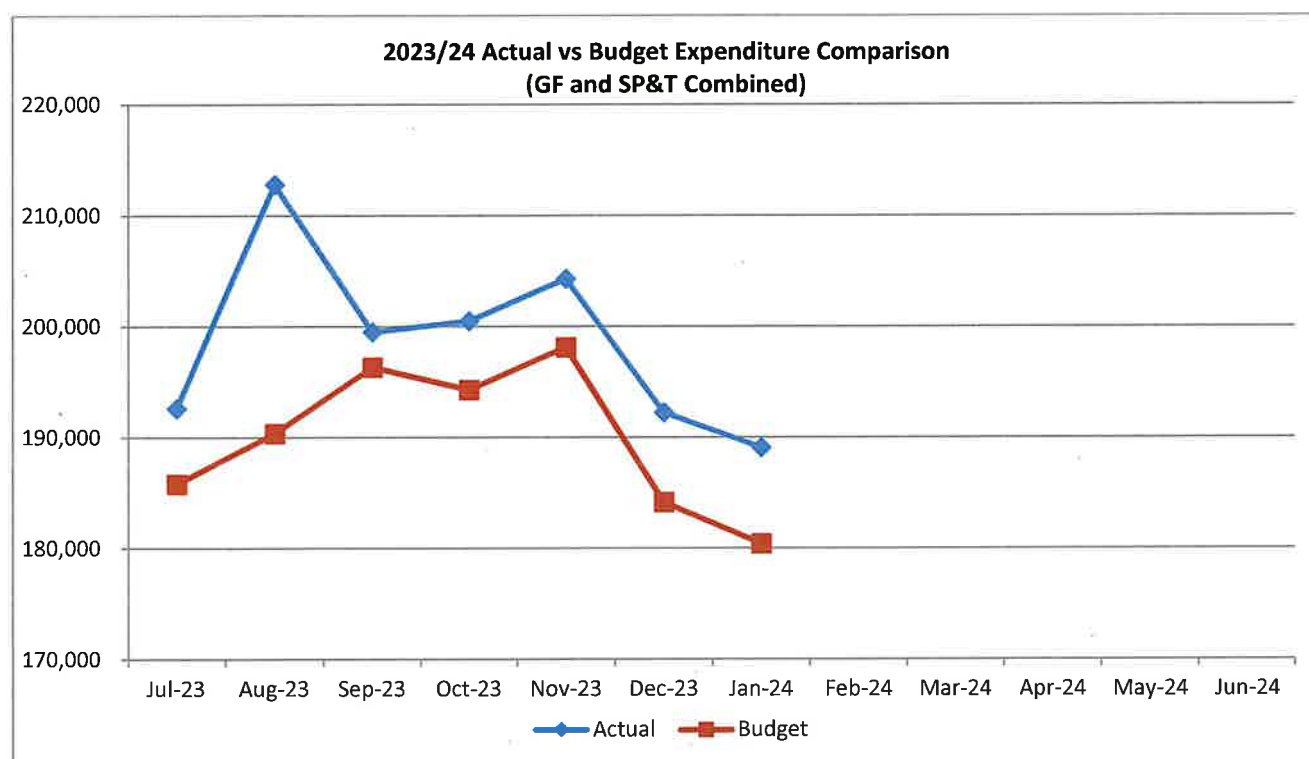
SP&T NCoS was \$1.836M unfavourable to budget for the period of January 2024. This result reflects unfavourable budget variance for Expenditure (\$3.278M) and favourable for Revenue (\$1.442M).

Consolidated Result

For the period ended 31 January 2024, the consolidated YTD NCoS result for the General Fund and SP&T was \$78.688M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$61.555M), Revenue (\$21.748M) and favourable for Doubtful Debts (\$4.843M).

Monthly Budget Performance

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



Liquidity

The cash balance at 31 January 2024 for the SLHD Operating bank account was \$4.201M and the Operating Cash book balance was \$3.542M.

Capital Works – SMRS projects

As at 31 January 2024, 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.

Actual expenditure as at the end of January 24 was \$14.748M, which is marginally on budget.

Other Capital Projects

As at the end of January 2024, the District had expended \$0.308M on other projects. These projects are MoH funded.

CAPITAL INFRASTRUCTURE & ENGINEERING SERVICES

RPAH

Redevelopment

Key activities undertaken in the previous reporting period included:

- Tender recommendation report and related briefs have been issued for executive approvals to appoint CPB for the main works.
- Demolition of the chapel has now been completed and a portion of required trees in the rear garden have now been removed.
- Final demolition of Anatomical Pathology is pending removal of the existing high voltage supply.
- Service works within the multistorey caRPAHrk are ongoing for the temporary Helicopter Landing site.
- Arts strategy procurement brief approved, and procurement activities commenced.

Cardiac EP Labs

Mechanical services rough-in and setting and sanding for the new walls for the EP labs project were completed this reporting period. Core holes for the new machine have been penetrated and works to the ceiling are underway.

Steriliser Replacement

Building works for the steriliser replacement project at RPAH progressed well in February, with ongoing works for mechanical services and reverse-osmosis (RO) water plant installation underway. Tool air for the unit was installed and commissioned and steam pipe works are underway.

West Campus Outdoor Area

Deck installation works for the West Campus outdoor area continued throughout this reporting period.

Logistics Hub

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

Gloucester House Level 2

Building works for the Gloucester House Level 2 project progressed well throughout this reporting period with mechanical service fit-off works nearing completion and painting well underway. The installation of new flooring has commenced.

Concord

Concord Multistorey Car park

Key milestones for this reporting period:

- Levels 1 and 2 slabs have been poured,
- Vertical elements from levels 2 to 3 have been poured,
- Preliminary works for the substation have now been completed and substation delivered to site,
- Formwork to level 3 is being installed, and
- Installation of the main switchboard has now commenced.

Forensic Mental Health Project

Key activities undertaken this reporting period:

- Tender closed December 2023,
- The Tender Evaluation Committee have assessed non-price and price scores, and
- A tender recommendation report is being prepared for submission.

ED CT Scanner

Demolition activities and electrical service rough-ins are now complete and works for mechanical services and lead shielding are underway. Wall framing and sheeting has commenced.

ANZAC Façade

The ANZAC Research Institute building façade revitalisation works were completed this reporting period. Scaffolding has been removed.

ACE Unit

Painting and the installation of vinyl flooring continued throughout this reporting period and medical gas and electrical service rough-ins are completed. Joinery installation has commenced.

Ground East

Wall protection installation and painting touch-ups for the Ground East project were completed this reporting period. Service fit-offs for electrical and mechanical were underway.

PLANNING

SLHD Strategic Plan 2024 – 2029

The SLHD draft Strategic Plan has been forwarded to the Board for comment prior to the Board/Senior Executive/Clinical Director Strategic Plan Workshop. The Plan has been drafted with the input of over 1,000 clinicians, consumers, community members, District executives, Board members and other key stakeholders.

Sydney Local Health District Health Care Services Plan (HCSP)

The Ministry of Health requires all districts to develop a Health Care Services Plan. The Planning Unit has commenced developing the strategic service directions for the District, canvassing the facility and clinical stream priorities, and focusing on the six priority service areas identified by the Chief Executive and Board for Sydney Local Health District over the next five years.

Consistent with the SLHD Strategic Plan (2024-2029), the HCSP will closely reflect, and align with, NSW Health's *Future Health: Guiding the next decade in care in NSW 2022-2032*. *Future Health* provides the strategic framework and priorities for the whole system over the next decade. The SLHD priority focus areas also align with value based healthcare (quadruple aim), a program logic model approach, and have been selected as they require a change in the current way of doing business with clear benefits for an identified population or patient cohort.

The Priority Service Areas include:

- Precision Medicine
- Prevention/Health Promotion
- Surgery

- Mental Health
- Patient Flow + Virtual Care
- Aboriginal Health

Strategy papers for each of these priority service areas are under development outlining the major issues, alignments with District and Ministry of Health plans, key directions, expected outcomes, and indicators. These strategies have been carefully aligned to the draft SLHD Strategic Plan and developed in close collaboration with the relevant SLHD clinicians and staff.

A variety of consultative and collaborative approaches have been taken to developing these strategies including:

- A Workshop held on 7th February, attended by over 50 senior clinicians from across the District, which focused on future directions for **Precision Medicine**. The Workshop was developed in collaboration with the *SLHD Institute for Precision Medicine and Bioinformatics*. The Workshop was based on the below core agreed priorities for Precision Medicine. From this workshop, the 5-year future actions associated with the Precision Medicine will be devised.
 - Oncology
 - Mainstreaming Precision Medicine Across All Clinical Streams
 - Education, Training, Research
 - Pharmacogenomics
 - Technology, Digital Health, and AI
 - Genetic and Cellular Therapies

A series of **Consultation Forums on Health Promotion/Protection/Prevention** has identified the following collaborative strategies:

- Health Impacts of Climate Change
- Health Literacy
- Embedding Prevention in Healthcare
- Healthy Built Environment
 - For each of these strategic priorities, issues, impacts, cross-cutting themes, target populations and targeted “places” have been identified as well as ways of working. Actions against each of these are currently being developed.

A series of meetings with District **Surgical Services** to draft strategic directions for **Surgery** has been conducted. The following strategies have been identified:

- District-wide Networking across Surgical Specialties
- Further Developing Flagship Programs
- Embracing New Models of Care
- Investing in New Technologies including Robotics
- Enhancing Research and Education
- Ensuring a Sustainable Workforce
 - For each of these strategies, priority programs and actions have been identified.

The **Mental Health** strategy aligns with the SLHD Mental Health Strategic Plan (2023-2028). Strategic Priorities, developed in close consultation with the Mental Health Executive include:

- Community-Based Mental Health
- Focus on Priority Populations
- Partnerships in Care
- Focus on Adolescents and Young People
- Improved Physical Health of People with Mental Health Issues
- Acute and Emergency Department Care
- Suicide Prevention

- Focus on Aboriginal and Torres Strait Islander Communities
- Research
- Sustainable Workforce

Patient Flow and Virtual Care

A broad range of stakeholders have been consulted and involved in developing the draft strategic directions. These are currently in development stage and include strategies, performance monitoring and programs:

- Hospital Efficiency
- Demand Management
- Virtual Care
- Shifting Care and Early Intervention
- Collaborative, Partnership-Based, Integrated Care
- Priority Populations
- Consumer and Community Information, Health Literacy and Engagement
- Monitoring, Research and Evaluation

Aboriginal Health

The SLHD Aboriginal Health Strategic Plan is currently under development by the SLHD Aboriginal Health Unit after a review of the previous plan. The Plan will align with the draft NSW Health Aboriginal Health Plan. Key strategies are still under consideration but are likely to include:

- Partnerships and Supporting the Community Sector
- Transforming our Organisation
- Shared Access to Data and Information
- Employment, Business Growth and Economic Prosperity
- Connectedness to Country
- Addressing Key Health Priorities
 - The Strategies will build from the consultations and discussions held during the development of the draft SLHD Strategic Plan, although the Aboriginal Health Unit will undertake further consultations.

Canterbury Hospital Stage 1 Redevelopment

In response to the 2023 NSW Government election commitment for the \$350M redevelopment of the Canterbury Hospital, the Ministry of Health has requested the SLHD to develop a Service Priorities Plan that aligns with the Clinical Services Statement.

The MOH has confirmed that the Canterbury Clinical Services Statement is now supported.

The District has forwarded the Canterbury Service Priorities Plan, the final Canterbury Clinical Service Statement (Vol 1) and the Canterbury Services and Department Profiles (Vol 2) to the Ministry of Health and to Health Infrastructure for final approval.

RPAH Stage 2 Service Plan

Building from the RPAH Stage 2 Capital Investment Proposal (CIP) submitted to the MoH in June 2023, the service plan for RPAH Stage 2, has been forwarded to the Ministry of Health.

Urban Development

The Planning Unit has been working collaboratively across the District to synthesise a District understanding of the impact of the urban developments being fast-tracked to address the state housing supply and affordability issue.

- The Parramatta Road Corridor Urban Transformation Strategy is currently being rolled out to densify housing along this transport corridor. Councils are planning some of the developments, with others being planned centrally by the Department of Planning.
- Additionally, the NSW Government has introduced a State Environmental Planning Policy (SEPP) which will result in changes to zoning approvals near transport hubs.
- The impact on the future SLHD population of the Government announcements is yet to be assessed but is expected to be significant, with up to 90,000 additional residents that may not yet be included in official population projections.

Planning Support

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
- Institute of Academic Medicine Strategic Plan

SYDNEY RESEARCH

Sydney Biomedical Accelerator

The planning, design and consultation process for the Sydney Biomedical Accelerator and its future operational state continues. The initial phase of schematic design development concluded in July 2023, which involved 8 rounds of 8 Project User Groups, 12 specialty-focussed Working Groups and 14 Technical Review Groups. Since August 2023, the District has continued to be actively involved in the subsequent phase of detailed design development that has involved a further 3 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 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 19 February 2024 and focussed on the progression of design development towards 70% completion, the status of the State Significant Development Application (SSDA), strategic design issues and updates on early enabling works for Building B and the Isaac Wakil Biomedical Building.

In addition to the design development groups and the ESC, SLHD representatives are actively involved in the multiple governance committees, which have continued to meet and support design development and operational considerations for the complex.

The Chief Executive has established a Gloucester House Management Committee cochaired by the General Manager, RPAH and the Co Clinical Director of the RPAH Institute of Academic Medicine which focusses on the design and operational planning of the heritage listed Gloucester House facility on the RPAH 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.

SBA Leadership Workshop

As an action of the Executive Steering Committee, a dedicated workshop is being planned with the Executive Leads and Project Leads for the District and University to consider, discuss and agree on future leadership and operational models of the SBA. The workshop will be facilitated by Ms Chloe Flutter, who brings significant experience as a senior strategy and transformation consultant in

healthcare, has operated as a Senior Advisor and leader of the Healthcare practice at the Boston Consulting Group (BCG).

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. The next meeting has been scheduled for 5 March 2024.

Legal Arrangements

Together with the University of Sydney and with the support of our legal advisors, the SLHD Chief Executive, NSW Ministry Health (NSW MoH) and the Sydney Research/SIPfHER team are coordinating the development and execution of legal arrangements to support the partnership between the District and University in the design, project management, collaboration, and future operation of the SBA.

Infrastructure NSW Gateway Assurance

Jointly developed with the support of the Sydney Research/SIPfHER team, Capital Insight and the USyd team, the Final Business Case for the SBA initiative was submitted on 9 February 2024 to Infrastructure NSW. Following its submission, an independent review of the Business Case is currently underway and aligning with the Infrastructure NSW Gate 2 Assurance process. The review includes an all-day briefing that was held on 16th February 2024 and a series of interviews across 20th and 21st February 2024. The draft outcomes of the review will be shared with the District in mid-March 2024 and released to NSW Health by April 2024. The Gate 2 Review process 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.

SBA Gala Dinner

A joint Gala Dinner was held on 13 February 2024 at The Eveleigh to showcase the strengths and benefits of the Sydney Biomedical Accelerator and celebrate its progress over the past twelve months. Minister Chanthivong, NSW Health Secretary Susan Pearce AM, USyd Executives and Australians of the Year Prof Georgina Long AO and Prof Richard Scolyer AO were in attendance, as were 200 attendees including several researchers, clinicians, academics, philanthropists, and venture capitalists. The attendees also included representatives from Government, SLHD Board Members and Senior Executive, University Senate Members and Senior Executive, as well as key industry and research partners.

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.

ClinTrial Refer

The Sydney Research/SIPfHER team continues to closely work with the ClinTrial Refer and SESLHD in exploring opportunities for strengthening their performance and broadening their network. Sydney Research have also been supporting the ClinTrial Refer team in their meetings with the Commonwealth

Department for Health and Aged Care on the potential partnership opportunity with the National One Stop Shop initiative to support Clinical Trials across Australia.

Precision Medicine Strategy Workshop

The Precision Medicine Strategy Workshop on 7 February 2024 at the Charles Perkins Centre which covered the impacts by precision medicine, including on clinical specialties and the ‘-omics’ such as pharmacogenomics. The future focused strategy for precision medicine, in particular opportunities and barriers, were discussed.

Sydney Innovation Precinct for Health Education Research (SIPfHER)

A meeting of the SIPfHER Precinct Council chaired by Mr Paul Robertson AO was held on 12 February 2024, which involved the SLHD Deputy Board Chair, SLHD Chief Executive, USYD Deputy Vice Chancellor (Research), and USYD Pro Vice Chancellor (Medicine and Health). The discussions at this meeting focussed on the updates of SLHD and the University of Sydney, as well as progress for key initiatives including the Sydney Biomedical Accelerator (SBA) and the proposed Camperdown Biotechnology Hub (former Western Connex dive site). SLHD presented the draft prospectus for SIPfHER, which has been developed in partnership with the Sydney Research/SIPfHER team and the University Marketing and Engagement team. The prospectus aims to present the principles for the region and showcase SIPfHER as an internationally significant region for health, research, education and innovation. Further engagement opportunities with SIPfHER partners are being explored including the establishment of a Precinct Collaboration Committee over the next few months.

Translational Research Grants Scheme (TRGS)

The Sydney Research/SIPfHER team 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 Interests 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

The Sydney Research/SIPfHER team have continued to work closely and support the SLHD Chief Commercial Officer in the review and progression of the following matters:

- Developing commercial proposal and sustainable business model for ClinTrial Refer during its operational transition.
- Draft SLHD Intellectual Property and Commercial Policy and guidelines
- SBA Industry Working Group
- 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
- Preparation for the launch of the SBA Innovation Hub to external industry, research and academic partners, including the planning of administrative and management processes for these arrangements.

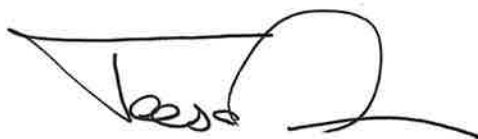
Participation in monthly meetings with the SLHD Chief Executive, the Chief Commercial Officer and the SLHD Director of Legal Services as part of the Commercial Advisory Group, scheduled to meet next in February 2024.

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 has remained fully committed to the process and has continued to work with Pro-Active ReSolutions and staff to address the concerns raised. As Pro-Active Resolutions transitions out of Concord Hospital, Concord Hospital, SLHD and the Ministry representatives have developed an action plan (attached). The Action Plan provides a summary of issues identified through the consultation process with ProActive ReSolutions as well as actions undertaken by the SLHD and CRGH Executive Teams in conjunction with ProActive ReSolutions. I would like to thank members of the CRGH Executive Team, the SLHD Executive Team and staff of Concord Hospital for their ongoing commitment to progressing this work.

To ensure that the actions are progressing, the A/General Manager of CRGH will provide the Chief Executive with the updated action plan monthly, clearly documenting the work that has been completed to date. The Action Plan will be tabled at the CRGH Clinical Council meeting where discussions related to the progress and future plans will be documented in the meeting minutes. The CRGH Clinical Council minutes are tabled at the SLHD Clinical Quality Council.

A progress report will also be provided monthly to the SLHD Board. SLHD will also report on the action plan monthly to Matthew Daly, Deputy Secretary, System Sustainability and Performance, Ministry of Health.



Dr Teresa Anderson AM
Chief Executive
Date: 10 March 2023