
Sydney Local Health District

Eighty Fifth Meeting of the Board

Date: Monday 18 March 2019
Time: 8.30am – 10.30am
Venue: SLHD Boardroom
Chair: The Hon. Ron Phillips AO

Acknowledgement of Country

"I would like to acknowledge the Gadigal people of the Eora nation the traditional owners of the land and to pay my respects to Elders past and present and Aboriginal people attending today's meeting"

1. Present and apologies

The Hon. Ron Phillips AO, Chair
Ms Victoria Weekes, Member
Dr Thomas Karplus, Member
A/Professor Christine Giles, Member
Dr Mary Haines, Member
Ms Frances O'Brien, Member
Mr David McLean, Member
Dr Karen Luxford, Member
Mr Richard Acheson, Member
Dr Teresa Anderson, AM, Chief Executive (in attendance 8.30am – 9.15am)

Apologies

Professor Paul Torzillo AM, Member
Ms Susan Anderson, Member
Ms Ronwyn North, Member
Ms Frances O'Brien, Member

In attendance

Dr Tim Sinclair, Acting Director, Operations
Ms Nerida Bransby, Secretariat
Dr Alicja Smiech, Chair, Medical Staff Executive Council (departed 9.05am – 9.10am)
Dr Katherine Moore, Director of Clinical Governance and Risk, SLHD (departed 9.05am – 9.10am)

2. Welcome and introductions

The Chair welcomed members and guests to the eighty fifth meeting of the Sydney Local Health District (SLHD) Board.

The Chair advised that as an observer, Dr Smiech is welcome to ask questions in these meetings as she is a senior valued staff member.

3. Declaration / Removal of conflicts of interest

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

- The Chair reported that he is the Director of IVF at Westmead and that RPAH has a contract with Genoa. \$43M has been allocated to allow lower income groups to access IVF Services.
- The Chair reported that he is the Director of BCAL Diagnostics. Discussions will occur concerning blood tests with Sydney Research and then proceed to clinical trials.

The Chair reported that he will be removed from all these discussions.

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

4. Confirmation of previous minutes

4.1 Minutes – 18 February 2019

The minutes of the Board meeting held on Monday 18 February 2019 were moved and seconded.

The Chair then signed the minutes.

4.2 CE Report – February 2019

The Chair declared that the CE Report for February 2019 was ready for publication.

5. Matters arising from the previous minutes

5.1 Action sheet

The Board received and discussed the outstanding ‘in progress’ agenda items on the action sheet including:

- The exploration of Hospital Acquired Complications is now an operational matter. This agenda item can be removed from the action sheet.
- A representative from Health Infrastructure to attend a future Board Meeting will occur following permanent recruitment to the position.
- The Committee agreed to combine the actions on key messages for the many components of and the governance working group on future infrastructure needs. A briefing paper will be provided to the Board. A meeting to progress and review governance structure for capital planning is being held in April 2019.
- A Business Case will be provided to the FRAPM Committee and the Board on the Sydney District Nursing Service following the review. This review will include patient mix, triaging of patients, waitlists and future needs for the service.

- The decrease in funding for Drug Health Services will be provided at the next meeting.

5.2 Revised Terms of Reference Medical and Dental Appointments Advisory Committee

The Committee received, read and noted the revised Terms of Reference. The Board requested clarification on the two members appointed by the Board.

5.3 Overview of SLHD Plans in Progress (FRAPM action)

The Board received, read and noted the overview of the Plans. The Board requested further information on the structure of the plans as to where they sit and how they align. A copy of the final Diabetes Plan is to be provided to the Board.

5.4 HealthPathways Response to the recommendations Menzies Centre

The Board received, read and noted the brief and recommendations on HealthPathways. This agenda item can be removed from the action list.

5.5 Timeframe to Address Risks at Heath Centres

The Board received, read and noted the information contained in the brief. This agenda item can be removed from the action list.

6. Patient Story

The Director of Operations provided a verbal report from a patient relaying their gratitude on the Midwifery Service at RPAH.

7. Standing Items

7.1 Acronyms List

The Board received and noted the revised Acronyms List.

7.2 Financial Classification Codes

The Board received and noted the Financial Classification Codes List.

7.3 Board Calendar 2019

The Board received and noted the Board Calendar for 2019.

8. Chairman's Report

There was no new information to report.

9. Chief Executive's report

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

- The District remains at Performance level zero, which is the highest level achievable.
- Mental Health activity has continued to be high with acutely unwell patients. Mental Health Readmissions within 28 days slightly increased for the month of November to 19.8%. There has been a slight increase (2.5%) in the percentage of Mental Health Readmissions within 28 Days as of YTD November 2018 in comparison to the same period last year. The District continues to focus on strategies to address and improve mental health performance.
- Review of Neonatal Birth Trauma (per 1,000 bed days) currently being undertaken is proving to be a clinical coding misinterpretation and will be recoded. A report will be provided to the Board meeting.
- Staff usage for nursing increased for this period by 2.40 due to the increase in activity.
- There were 15,213 attendances to the District's Emergency Departments in January 2019, representing an increase of 10.33% when compared to the same month last year.
- The District continues to work on ETP performance, with a -5.6% decrease in the month of January 2019, to 69.1%, when compared to the same month in the previous year.
- Emergency surgery numbers increased by 13.1% for the month January 2019 when compared to January last year, representing an additional 143 surgeries. These include Liver and Kidney Transplants, Cardiothoracic and Strokes. A Business Case is being written to increase the beds for stroke patients
- HealthPathways has received high levels of activity.
- The first priority for the use of the contingency funds is for activity.
- It was noted the decision announced by Government to pledge \$750M for infrastructure at RPAH.
- All Planning documents are received by the Board.
- Sydney Health Partners is progressing well.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – January 2019

The Board received, read and noted the SLHD Board Reporting Pack for January 2019 in particular mental health performance given the high activity. The District is looking at other models of care including partnering with the Police and the Ambulance Service.

9.1.2 Selected Performance Indicators – January 2019

The Board received, read and noted this report.

9.1.3 HealthPathways Dashboard Report – January 2019

The Board received, read and noted this report.

9.2 Project updates

9.2.1 Lifehouse

The Board received, read and noted this report.

9.2.2 Macquarie International Private Hospital

The Board received, read and noted this report.

9.3 Capital Works Report

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

9.4 Clinical Governance and Risk Reports

(i) Quarterly Report

The Board received, read and noted this report for the period October 2018 to December 2018.

(ii) Violence, Abuse and Neglect (VAN)

The Board received, read and noted this report in particular:

- This paper is well written with good initiatives.
- The recruitment of a social worker in the EAP Services to support staff who have experienced domestic and family violence in their personal or professional life.
- The District has a good range of services to attempt to identify violence.
- Accreditation process for White Ribbon
- Target groups for the District is Obstetrics, mental Health, Child and Family Health, Paediatrics, Emergency Departments and children with unhealthy oral health.
- A new CEO has been appointed at White Ribbon.

9.5 Audit and Risk Committee Report – Period 27 November 2018 - 14 March 2019

The Board noted the report is due in April 2019.

9.6 Facility Reports – January 2019

(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 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 report.

(vi) Mental Health Services

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

(vii) Oral Health Services and Sydney Dental Hospital

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

(viii) Population Health

The Board received, read and noted the report in particular the success of the Ethnic Media campaigns.

(ix) Royal Prince Alfred Hospital

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

(x) Tresillian

The Board received, read and noted the Tresillian report.

(xi) Lifehouse

The Board received, read and noted the Lifehouse report including:

- There is a combined Lifehouse/SLHD Clinical Quality Council Committee Meetings held monthly.
- Work has commenced on the new national standards for the survey in August 2019.
- A discussion is to occur on the Cancer Institute NSW Indicators reporting for Lifehouse.

(xii) Public Health Unit

The Board received, read and noted the report.

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

The Board received, read and noted the report.

(xiv) Croydon / Marrickville / Redfern Community Health

The Board received, read and noted this report.

- (xv) Organ Donation for Transplant – Quarterly Report

The Board noted the report is due in April 2019.

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 February 2019.

11.2 Education and Research Committee

The Board noted the next meeting is to be held on 19 March 2019.

11.3 Communications Committee

The Board received, read and noted the minutes of the meeting held on 5 March 2019. Mr McLean discussed the matter of an action item not completed at the Communications Committee. Dr Sinclair agreed to follow-up this action to complete the work being done on zero tolerance to violence against staff and patients.

11.4 Audit and Risk Committee

The Board received and noted a copy of the District's Risk Register sent via email. Following discussions, the Board agreed to have the Risk Register placed on the Board agenda as a standard agenda item in addition to the monthly Finance Risk and Performance Management reports and the monthly Risk Management Summary reports.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 27 February 2019. It was noted that this meeting is important with a full agenda and the members are engaged.

11.6 Health Care – Clinical Council

The Board received, read and noted the minutes of the meeting held on 27 February 2019.

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 3 May 2019.

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

The Board received, read and noted the minutes of the meeting held on 6 February 2019.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 26 March 2019.

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board noted the next meeting is to be held on 21 March 2019.

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 16 January 2019.

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board noted the minutes of the meeting held on 21 February 2019 were not available.

12.4 Surgical Demand Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 20 February 2019.

12.5 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 20 February 2019.

12.6 NSW Health / SLHD Performance Review Meeting

The Board received, read and noted the minutes of the meeting held on 6 November 2018.

12.7 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 26 February 2019.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 12 February 2019.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 9 February 2019.

12.10 Sydney Healthy and Active Living Steering Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 25 February 2019.

12.11 Concord Hospital Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 25 February 2019.

13. Matters for noting

13.1 Brief - Reporting for Better Cancer Outcomes

The Board received, read and noted the brief.

13.2 Brief - Ready for Working in Health - An Aboriginal Initiative

The Board received, read and noted the report. The Board requested further information including:

- How are these programs advertised?
- The total number of Aboriginal staff who have completed their qualifications.

Further information will be provided at the next meeting.

13.3 Brief - Annual Service Report - SLHD Stroke Outreach

The Board received, read and noted the report.

13.4 Bureau Health Information Quarterly Report October 2018 - December 2018

The Board received, read and noted the report on patient flow through the Emergency Departments.

13.5 Correspondence to Deputy Secretary re RPAH ETP

The Board received, read and noted the report. The Board discussed:

- Challenges faced by the RPAH Emergency Department to meet the emergency treatment performance demands.
- Weekly meetings with the MoH and the District.
- Clinical Assess Improvement Plan.
- Look at infrastructure for improvement.

13.6 Brief - Update on the Critical Services Issues Response

The Board received, read and noted the report.

13.7 Correspondence – State-wide Mental Health Structure

The Board received, read and noted the report.

13.8 Report from Coroner and SLHD Action Plan

The Board received, read and noted the report.

Other Business

13.1 Service Agreement Purchasing Model Data Quality negative Adjustor

The Board received, read and noted the report sent via email, in particular the improvement in the negative adjustor.

13.2 Facilities and Services - Deep Dive

The Chair advised the Board of the deep dive into our Facilities and Services that is to be conducted over the next five to six months including:

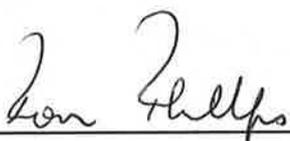
- This will be led by the Director of Operations and the Director of Clinical Governance and Risk together with the relevant General Manager and Executive present.
- The meetings will be held at the relevant facilities.
- Terms of reference are being written.
- Templates for reports are being considered.
- Criteria for choosing which facility.

Further information will be provided to the Board when available.

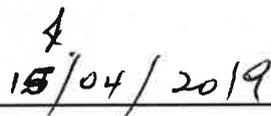
Next Meeting

The next meeting is to be held on Monday 15 April 2019 at 9.00am.

The meeting closed at 10.30am.



Chair



Date

Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board March 2019

PERFORMANCE

According to the Ministry of Health Framework, the District remains at Performance level 0, which is the highest level achievable.

Safety and Quality

SLHD continues to maintain the quality and safety of our services.

The District continues to achieve the root cause analysis (RCA) target for January 2019, with all RCAs completed within 70 days.

Mental Health activity has continued to be high with acutely unwell patients. Mental Health Readmissions within 28 days slightly increased for the month of November to 19.8%. There has been a slight increase (2.5%) in the percentage of Mental Health Readmissions within 28 Days as of YTD November 2018 in comparison to the same period last year. The District continues to focus on strategies to address improve mental health performance.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation at 6.1% for the month of December and 5.4% YTD December, which is below the State rates of 6.7% and 6.1% respectively. Unplanned Emergency Presentations (same ED within 48 hours) were 5.1% for the month of January and 4.1% YTD January, which are below the State rates of 5.2% and 4.8% respectively.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 0.8 per 10,000 bed days for the month of December 2018. There were 0 Central Line Associated Bloodstream (CLAB) infections during December 2018. Ongoing education and training in infection control strategies and CLAB awareness discussions at ICU morbidity and mortality meetings continue.

The District remains within benchmark for all Hospital Acquired Complications except Neonatal Birth Trauma (per 1,000 bed days). Review of Neonatal Birth Trauma (per 1,000 bed days) is currently being undertaken and a report will be provided to the Board meeting.

The District has continued to have no incorrect procedures resulting in death or major loss of function.

Workforce

Managing our workforce to ensure the appropriate skill mix and levels to meet demand remains a priority for the District. Premium staff usage for Medical and Allied Health decreased for January 2019 compared to the same period last year by 1.30 and 0.30 respectively. Staff usage for nursing increased for this period by 2.40. SLHD facilities are continuing to focus on meeting the Nursing hours per patient bed day.

Activity

January 2019 was very busy. There was an increase (4.29%) in the number of separations (13,286) for the month of January 2019 when compared to the January last year.

YTD separations have increased across the District by 1.91% in comparison to last year. In January the District's occupancy rate increased by 8.18%, to 90.68% when compared to the 82.50% in January 2019. The YTD occupancy rate has increased by 0.25%, to 85.87%, when compared to YTD January 2018.

There were 15,213 attendances to the District's Emergency Departments in January 2019, representing an increase of 10.33% when compared to the same month last year. YTD Emergency Department attendances have increased by 2.16% to 99,367. YTD case weighted attendances have increased by 3.12%, when compared to the previous year.

Emergency Treatment Performance (ETP) (formerly NEAT)

The District continues to work on ETP performance, with a -5.6% decrease in the month of January 2019, to 69.1%, when compared to the same month in the previous year. YTD January there has been a -1.1% decrease in ETP performance to 69.3% when compared to the same period in the previous year.

Transfer of Care

Despite a significant increase in ambulance presentations (12.6%), the District met the transfer of care (TOC) target (90%) in January 2019, with 92.75% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. YTD January the District continues to meet the TOC target, again highlighting the success of the RPA TOC Program in operation in SLHD Emergency Departments.

ED Triage

The District met target for Triage Categories 1, 2, 4 and 5 for the month of January. The District continues to make improvements in relation to Triage Category 3 performance, which was slightly below target at 71.93% for the month of January, representing a 1.63% improvement on the 70.30% in January 2018.

Elective Surgery

There was a 6.76% increase in surgical admissions in the month of January 2019 when compared to the same month last year. YTD surgical admissions have increased by 1.93% across the District. SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery, with all patients admitted within the clinically appropriate timeframe for their surgery. SLHD facilities have reviewed all surgical patients not ready for care on the waiting list. Patients identified through the review have been reclassified accordingly. Action plan of strategies to review these patients regularly have been established and an improvement is anticipated in the coming months. There has been a decrease of 84 surgical patients not ready for care for the month of January 2019, when compared to the same month last year.

Emergency Surgery

Emergency surgery numbers increased by 13.1% for the month January 2019 when compared to January last year, representing an additional 143 surgeries. YTD emergency surgery has increased by 4.1% across the District.

Community care and Hospital in the Home

The District has continued to manage its activity through investments in Sydney District Nursing who are managing over 1,000 patients per day in the community who would otherwise be in hospital. There has been a 3.6% increase in the number of Hospital in the Home overnight separations January YTD in comparison to the same period last year.

As previously indicated the District would have had significant difficulty in managing the demands of this winter without the investments made by the District in these services.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

NWAU Activity against Target

The District continues to perform well in relation to NWAU activity against target, with a -0.64% variance to target for YTD January, excluding DWAU.

Stream	Target	Actual	Variation	Variation %
Acute*	95,196	96,311	1,116	1.17%
ED	13,626	13,757	131	0.96%
NAP	26,683	25,752	-931	-3.49%
SNAP**	7,001	6,975	-27	-0.38%
MH Admit ^	10,038	9,685	-353	-3.52%
MH NAP^^	4,297	5,364	1,067	24.83%
Total	156,842	157,845	1,002	0.64%
Dental DWAU	37,092	44,174	7,082	19.09%
Dental NWAU #	4,404	5,245	841	19.09%
Total (NWAU)	161,246	163,089	1,843	1.14%

*93.95% coded 733 episodes remaining

**32 ungrouped episodes

^96.39% coded 24 episodes remaining

^^December data

NWAU=589/4691*DWAU

The NSW Ministry of Health has commenced planning for the 2019-20 Service Agreements. As in previous years, the purchasing consultation and negotiation process allows for SLHD to highlight and discuss local service delivery issues, and associated impacts, that are considered to not be adequately accounted for within the generic purchasing model. The first round of negotiations will take place in early March.

Clinical Costing Update

The District Performance Unit has commenced the annual iFRAC cost centre review, which will inform the costing rounds 23.1 and 23.2. A district wide iFRACS workshop was held with the champions from each facility, as well as representation from Performance, Finance and the clinical streams. Additional workshops have also been held with Royal Prince Alfred and Balmain Hospitals, to provide additional support. The facilities are also supported through weekly teleconferences with the costing team.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of January 2019, SLHD recorded 18.68% (2412 separations) of all patients discharged as privately insured. For the Financial YTD January 2019 there were a total of 18,972 (19.32%) patients admitted as private, a reduction of 448 (2.3%) patients compared to the same period last year.

This is not surprising given the significant increase in emergency activity through the emergency department and the increase in emergency surgery and the change in insurance benefits. The results across each facility were:

- RPAH – a reduction of 519 (4.9%) patients
- Concord – a reduction of 19 (0.25%) patients
- Canterbury Hospital – a increase of 59 (4.46%) patients
- IRO – an additional 27 (15.42%) patients
- Balmain Hospital – an additional 84 (56.75%) patients

The District recorded a total increase of 1,848 separations (public and private) in the seven months to the end of January 2019, compared to the same period last year.

The result was impacted by RPAH who finished the month with 18.64% (1217 separations) which is 190 less patients than the same period last year. RPAH specialty analysis indicates the reduction was impacted largely by planned admissions with a reduction of 64 private patients in Obstetrics and 49 for Renal (dialysis and transplant) as well as small variances across other specialties. RPAH has investigated causes and identified the impact may have been contributed to by changes to health insurance benefits on basic levels of cover on July 1, 2018. This impact is being monitored.

Concord and Canterbury both improved there result as compared to last year by 49 and 24 respectively whilst Balmain remained stable.

Single Room Usage

For the month of January 2019, 8.48% of patients were flagged as infection control across the District with the average for the first seven months of the year being 8.6%.

For the first seven months of the financial year the average occupancy in single rooms of private patients is 26% and the average of all private patients accommodated in single rooms is 40%.

SLHD Revenue Committee

The Revenue Committee did not meet in January 2018 and will reconvene in February 2019

PERFORMANCE AND REDESIGN UNIT / REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The first iteration of the Pitch for 2019 is scheduled for 8 March 2019 and will be held at Concord Hospital. A total of 13 applications were received. The applications that have been chosen to progress to the live round are:
 1. Walker Adolescent Unit Therapeutic Garden and Relaxation Space by Nina Mather (Social Worker at CCMH Walker Adolescent Unit). This project is based on patient and family feedback and aims to create a therapy and space for sensory integration, relaxation and de-escalation.

2. #EndPJParalysis by Dr Sinead Ni Bhraonain (ED Specialist in SLHD Demand Management Unit). This campaign and 70 day challenge proposed aims to prevent patient deconditioning and promote patient wellbeing, through getting patients out of bed and dressed.
3. Trees of Reflection by Dr Janette Vardy (Director of Sydney Survivorship Centre). This art project would like to provide the opportunity for patients and families to write a message on a 'tree leaf' about their patient journey. This artwork is proposed to be created by two short term artists-in-residence Kathryn Dodd-Farrowell (a proud Kaanju Biri woman originally from Northern Queensland who is a well-known community artist from Glebe) and a Survivorship volunteer Karen Rivers.
4. Maximising Minimalism: improving resource utilisation and clinical outcomes in the transcatheter valve program by Dr Brian Plunkett (VMO, Cardiothoracic Surgery, RPA). This 3 stage project is for patients undergoing TAVIs at RPA with the aim to improve patient flow and reduce their inpatient average length of stay.

Clinical Redesign: CHR Projects

- The "A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA" Project (CHR 2018 – first intake) have submitted the project's Implementation Planning Report. The project team are currently implementing the 8 solutions designed, which were generated from workshops with staff and patients, literature reviews, site visits and benchmarking with other similar departments. The team will finalise the Evaluation Poster which is planned to be submitted to the Agency for Clinical Innovation for the Innovation Exchange website by March 2019.

Other projects

- The display panels for the Electronic Ward Boards Pilot Project were installed in December 2018. The Performance Unit continues to develop the electronic system that will be displayed on the boards in the identified inpatient and outpatient pilot sites. Delivery of the mini PCs, which will run the boards, is also outstanding.

Accelerating Implementation Methodology (AIM):

- The next AIM training is scheduled on 21-22 February 2019.

HealthPathways

Workgroups

No Workgroups conducted in February. The development of a wide range of Neurology pathways commenced outside of the workgroup process. Pathways are to be developed for Neurology sub specialities:

- Epilepsy
- Hearing & Balance Disorders
- Multiple Sclerosis
- Parkinsons Disease
- Motor Neuron Disease
- Peripheral Neuropathies

These are to follow on from the pathways already developed for Closed Head Injuries, Stroke and TIA.

Usage of HealthPathways

Provisional February 2019 (1 – 19) usage figures are showing growth compared to the same period in 2018.

	February 2019 1 – 19	January 2019	December 2018	February 2018 1 st – 19 th
Users	679	790	943	805
Sessions of use	3,003	4,531	3,883	3,005
Unique Page Views	9,482	14,622	12,771	9,685
Total Page Views	12,449	18,211	15,158	13,022

Platform Changes

The adoption of the new platform by users appears on track. 93% of users are now accessing the site via the new web set up and there has been an increase in mobile and tablet usage. A survey of user experiences using the new platform will be undertaken in collaboration with Streamliners in late February. Survey invitations to be distributed via the CESP HN Media and communications team to local GPs and via the SLHD intranet for SLHD clinicians and Health Practitioners.

Evaluation Recommendations

The program's response to key recommendations continues to be developed

FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS

GENERAL FUND (GF)

The 2018/19 Service Level Agreement between the Board and Ministry of Health has as a key financial performance target an expected Net Cost of Service (**NCoS**) result. The following analysis reflects the result for the period ended 31 January 2019 based on the District's budgeted NCoS.

For the month of January 2019, Sydney Local Health District (**SLHD**) General Fund Expenditure was \$0.223M (0.16%) unfavourable to budget. GF Revenue was \$2.097M (1.44%) unfavourable to budget for the month. For the period ended 31 January 2019, GF Expenditure was \$2.963M (0.29%) unfavourable to budget and GF Revenue was \$4.586M (0.45%) unfavourable to budget. For the year ended 31 January 2019, the District's GF NCoS was \$7.549M unfavourable to budget.

The Chief Executive and the A/Executive Director of Finance are confident that the District will have an on budget NCoS result (excluding the impact of Doubtful Debts) for the 2018/19 financial year despite the continued challenges that are facing the District. To achieve the 2018/19 NCoS target the District will continue to maintain the good controls that it has in place and monitor performance on a daily basis.

The major variances for the month were:

Expenditure

- For the month of January 2019, GF Total Expenditure was \$0.223M (0.16%) unfavourable to budget, reflecting unfavourable results for Salaries & Wages (\$1.449M), Overtime (\$0.222M), Superannuation (\$0.603M), G&S Special Services (\$0.531M), G&S Drugs (\$0.324M) and Grants (\$0.090M) offset by favourable results in Other Employee Expenses

(\$0.325M), G&S Medical and Surgical Supplies (\$0.724M), G&S Prosthesis (\$0.853M) and G&S Admin (\$1.185M).

- YTD January 2019, GF Total Expenditure was \$2.963M (0.29%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages (\$2.966M), Overtime (\$1.301M), Annual Leave Provision (\$1.339M), VMO Payments (\$1.953M), G&S Medical & Surgical Supplies (\$1.381M), G&S Special Services (\$1.341M) and Grants (\$0.452M) offset by favourable variances in Other Employee Expenses (\$2.310M), G&S Support (\$0.257M), G&S Admin (\$5.110M) and RMR (\$1.185M).

Revenue

- GF Total Revenue was \$2.097M (1.44%) unfavourable to budget for the month of January 2019. The result for the month reflects unfavourable variances in Facility Fees (\$0.667M), Services to Other Organisations (\$0.693M), Prosthesis Income (\$0.204M), High Cost Drugs (\$0.428M), Grants & Contributions (\$0.574M) and Doubtful Debts (\$0.459M) offset by favourable variances in Patient Fees (\$0.705M) and Rent Income (\$0.274M).
- YTD January 2019, GF Total Revenue was \$4.586M (0.45%) unfavourable to budget. The unfavourable YTD result reflects unfavourable variances in User Charges (\$4.960M), Grants & Contribution (\$1.652M) and Doubtful Debts (\$2.413M) offset by favourable variances in Patient Fees (\$2.250M) and Other Revenue (\$2.251M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$0.713M unfavourable to budget for the month of January 2019 and \$3.769M unfavourable to budget for the seven months ended 31 January 2019. The YTD result reflects unfavourable budget variances for Expenditure (\$0.064M) and Revenue (\$0.649M).

CONSOLIDATED RESULT

For the period ended 31 January 2019, the consolidated year to date NCoS result for the General Fund and SP&T was \$11.319M unfavourable to budget. The consolidated result comprises unfavourable variances for Expenditure (\$5.141M), Own Source Revenue (\$3.689M) and Doubtful Debts (\$2.412M).

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

For the period ended 31 January 2019, SLHD recorded a Total Net Result of -\$15.892M (Note that Total Revenue was higher than Total Expenditure for YTD January 2019) which was \$12.517M (44%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD January 2019 was \$9.342M unfavourable to budget. The YTD Net Direct Operating Result reflects unfavourable budget variances in Expenditure (\$5.637M) and Revenue (\$3.705M).

For the month of January 2019, Total Direct Revenue was \$2.293M unfavourable to budget, comprising unfavourable variances for the General Fund (\$1.636M) and the SP&T Fund (\$0.657M).

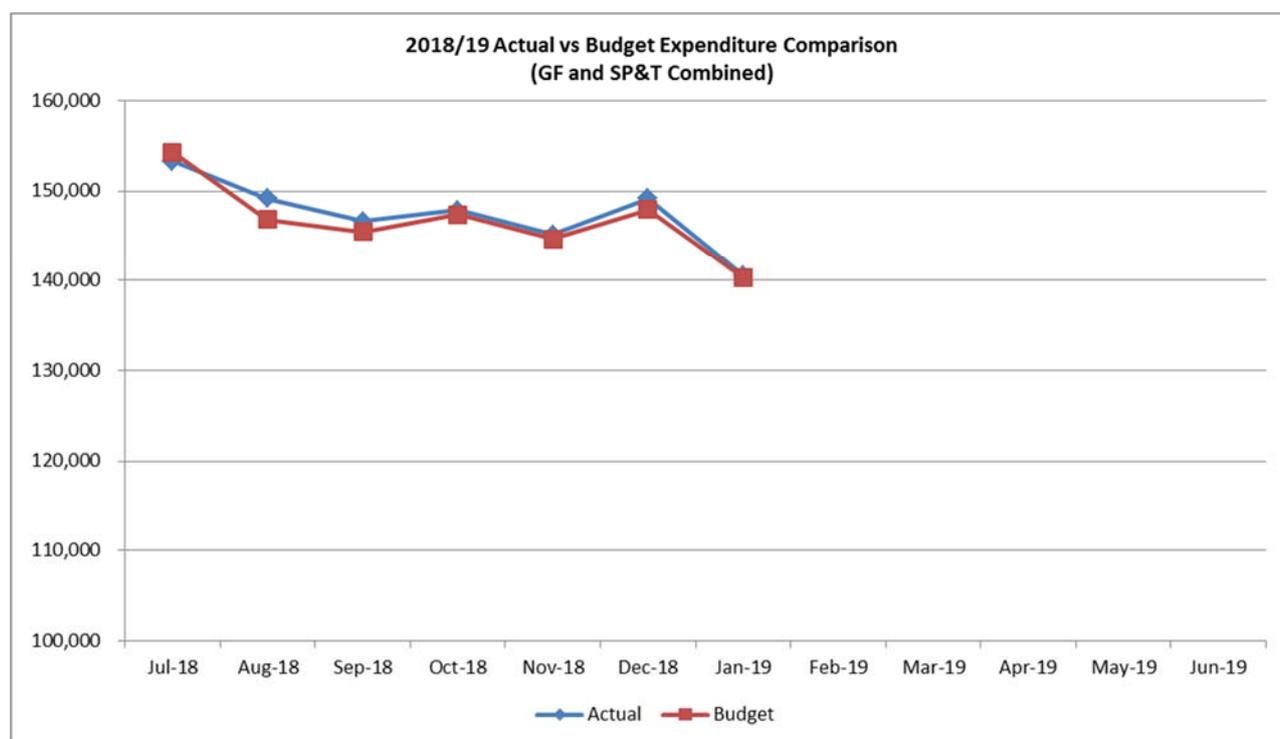
YTD Total Direct Revenue was \$3.705M unfavourable to budget, comprising unfavourable variances for the General Fund (\$2.110M) and the SP&T Fund (\$1.594M). The YTD result for the GF reflects unfavourable variances in User Charges and Grant Income offset by favourable results for Patient Fees and Other Income.

Total Direct Expenditure was \$0.308M unfavourable to budget for the month of January 2019, comprising unfavourable results for the General Fund (\$0.170M) and the SP&T Fund (\$0.138M).

YTD Total Direct Expenditure was \$5.6379M unfavourable to budget, comprising \$4.028M unfavourable variance for the General Fund and a \$1.610M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages (\$2.966M), Overtime (\$1.301M), Direct Clinical Operating (\$2.938M) and VMOs (\$1.953M) offset by favourable results for On-costs (\$0.215M), G&S Corporate & Operational Admin (\$5.110M) and G&S Support Services (\$0.257M).

MONTHLY BUDGET PERFORMANCE

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



LIQUIDITY

The District had **NIL** creditors over 45 days as at 31 January 2019.

The District achieved the target of 100% compliance with the NSW Government target for payment of small vendor creditors within 30 days for the month of 31 January 2019.

The cash balance at 31 January 2019 for the SLHD Operating bank account was \$8.361M and the Operating Cash book balance was \$7.862M.

CAPITAL WORKS – SMRS PROJECTS

As at 31 January 2019, the District's Full Year Capital works budget relating to SMRS Projects is \$39.170M comprising \$2.379M of MoH funded projects and \$36.791M of locally funded projects. Actual expenditure as at the end of January 2019 was \$6.007M which is marginally below budget.

OTHER CAPITAL PROJECTS

As at the end of January 2019, the District has expended a total amount of \$0.156M on project relating to the Patient Billing and Tracking (h-Trak) System. The total expenditure of \$0.156M was sourced from the General Fund.

CAPITAL WORKS

Concord Redevelopment Update

The Final Business Case has been approved by the Ministry of Health.

The Environmental Impact Statement (EIS) has been submitted to the Department of Planning as part of the State Significant Development application process. The exhibition period has closed and Authority and Public responses received. Items raised to date have mainly been around traffic, civil infrastructure and biodiversity. In December a Response to Submissions Report was issued to the Department of Planning responding to the items raised. Approval is expected in the coming months.

The next three months key activities on the project are summarised below:

- HV trenching works complete – February;
- Go live Drug Health IPU – February;
- Main works design finalisation – January - March;
- Main works GC21 Start Up Workshop – February;
- Main works site establishment planning – February;
- Main works initial site establishment – March; and
- Enabling works services commissioning – March.

RPA Building 77 – Plant Room

Drainage services have been installed. Concrete slab and blockwork orders have been placed.

RPA Building 63 RPU

Mechanical and electrical documentation have been completed. Awaiting final drawings for revised quotes. Design drawings for the laboratory are 50% complete. Site visits to inspect potential clean room manufactures are still being set up. Tender review for the Hot cells is currently being finalised.

RPA Renal Medicine - PMBC

Set out works and framing has now been completed. Wall linings have been completed. Fire and smoke walls have been sheeted. Electrical rough in 25% complete.

RPA Building 75 Respiratory Medicine Labs Stage 2

Demolition is complete. Mechanical service rough in is underway. Wall framing has commenced. Hydraulic and electrical rough in has commenced. Consult room works organised for early January 2019.

CRGH Decanting – Building 86 Environmental Services

Ceilings, flooring and mechanical service fit off is complete. Painting is completed. Electrical and hydraulic fit out is complete.

CRGH Theatres 9 and 10

Disconnection of electrical, mechanical and hydraulic services is complete. Demolition has been completed. The Services installation is underway.

Community & Family Services

Floor finishes have been completed. Painting finishes and electrical fit off have been completed. Hydraulic fit out has been completed. Operable wall has been installed. Defect checks being conducted.

PLANNING

Greater Sydney Commission Planning Days

The Director of Planning attended a two day Greater Sydney Commission Planning Conference to assist our local councils to develop the health, wellbeing and liveability sections of their forthcoming Local Community Service Plans. These plans include Information related to the Camperdown-Ultimo Collaboration Area, our physical facilities, our plans for the future and healthy urban development.

Sydney Innovation and Technology Precinct

Meetings and workshops have been held to plan the proposed Sydney Innovation and Technology Precinct to be located at Central to Eveleigh.

Concord Clinical Services Plan (CSP) – Stage 2

The Executive Steering Committee Meeting has been established to commence the process of planning for Concord Stage 2. The scoping of the consultation process has been drafted with activity and staffing updates being progressed. A submission for a maternity outreach service located at Concord has been developed and submitted to the Ministry of Health.

Canterbury Clinical Services Plan (CSP) - 2019

The 2016 CSP is currently being updated using the new Ministry of Health HealthApp and the base of 2017/18 activity, with updated data and a review of current models of care. The updated plan is due to the Chief Executive for approval and resubmission to the Ministry by March 2019.

Asset Strategic Plan (ASP)

The Planning Unit will undertake considerable work in the forthcoming months to contribute the service planning, forecasting and demography sections of the Annual Asset Strategic Plan.

SLHD Facility Strategic Plans 2019-2024

Final editing is underway of the facility strategic plans. These are now being submitted to the local Clinical Councils prior to presentation at the District Clinical Council.

SLHD Clinical Stream Position Papers 2019-2024

The Planning Unit is working with the Clinical Managers to update the Position Papers to align with the SLDH Strategic Plan 2018-2023 and include updated activity data and new models of care. This will include plans for each Clinical Stream, Population Health, Drug Health, Sydney Dental Hospital, Community Health, Public Health and Allied Health.

Discussions have commenced on developing the Pharmacy Strategic Plan.

RPA HealthOne (Green Square)

Meetings have been scheduled with UrbanGrowth, City West Housing and Landcom to further discuss opportunities for the HealthOne. HI is continuing to work with SLHD to progress property acquisition options.

Discussions have been held with the Cardiovascular Stream and the Renal Service to assess options related to providing Renal Dialysis at the HealthOnes.

Aboriginal Health Community Consultation

The Planning Unit is working with the Aboriginal Health unit to finalise the outcomes of the consultation workshop held in late 2018 to inform the health service access and improved health outcomes for our local Aboriginal community. The consultation has informed the Aboriginal Health impact Statements of each of the facilities and will inform the clinical stream position papers.

SYDNEY RESEARCH

Office for Health and Medical Research (OHMR) – Translational Research Grants Scheme (TRGS)

TRGS Round 4 has seen three applications with SLHD as the nominated host organisation progressed to full application:

Lead Investigator	Project title	Requested funding
Ms Michelle Barakat-Johnson	A novel implementation of best available evidence into practice for incontinence-associated dermatitis (IMBED)	\$930,095.08
Dr Rowena McMullan	The Gloves On' trial, non-sterile glove use in addition to hand hygiene in the reduction of neonatal sepsis	\$442,262.00
Professor David Celmajer AO	Optimising "Whole of Life Care" for patients living with Congenital Heart Disease	\$776,379.03

A further three applications with SLHD as a partnering organisation, have progressed to full application:

Host LHD	Project title
WSLHD	SIGNPOST – Sharing and integrating patient perspectives on organ selection for transplant
WSLHD	Improving health outcomes and health services use through health literacy and shared decision-making training: An effectiveness-implementation trial of the Parenting Plus program for new parents
HNELHD	A trial of the effectiveness of vaporised nicotine products (VNPs) for smoking cessation amongst NSW opiate against treatment (OAT) clients

Feedback on the Expressions of Interest and full application development has been provided to each applicant. NSW Health Partner organisations have the opportunity to provide feedback before final applications are due to Sydney Research on 26 February 2019 for Chief Executive (CE) review and approval.

CE signature is to be received by 6 March 2019 for SLHD applications and approval from partner LHDs and partner agencies is due 12 March 2019, with final submission to OHMR due 13 March 2019.

Application assessment will take place from 14 March 2019 to 23 April 2019, with applicants notified of outcomes on 31 May 2019.

Progress reports for projects from TRGS Rounds 1-3 were approved by the Chief Executive and submitted to OHMR on 15 January 2019.

Office for Health and Medical Research (OHMR) – Cardiovascular Clinician Scientist Grant Expressions of Interest (EOIs)

The NSW OHMR Cardiovascular Clinician Scientist Grants are aimed at suitably qualified clinicians working in the area of cardiovascular disease within a NSW Public Health Organisation who wish to undertake research. A total of \$6 million is available for the inaugural funding round. Approximately 60 per cent of this funding will be allocated to biomedical discovery research and 40 per cent to clinical, health services and population health research. Funds up to \$250,000 per year will be offered for the 3-year duration of the grant.

A total of 57 applications were assessed by the Clinician Scientist Review Panel, including ten from SLHD as the host organisation. Five submissions from SLHD have been invited to full application:

Lead Investigator	Project Title	Funding Requested
Dr Vivien Chen	Procoagulant platelets: a novel target in cardiovascular disease	\$750,000
Assoc. Prof Meg Jardine	Pilot implementation trial of mobile phone-based interventions to reduce evidence-practice gaps in individuals at high risk of CVD: a trial using routinely collected data	\$741,000
Prof Leonard Kritharides	Reverse cholesterol transport in at risk populations	\$750,000
Dr John O'Sullivan	Giving the failing heart the nutrients it needs	\$750,000
Dr Freda Passam	Targets for the prevention of cardiovascular thrombosis in patients with metabolic syndrome	\$750,000

Full applications are due to OHMR on 27 March 2019.

Sydney Health Partners (SHP)

The Sydney Research team continues to work closely with Prof Garry Jennings, Executive Director, SHP.

- The 2018 SHP Annual Report is in production, with Sydney Research and LHD partners contacted to contribute.
- Sydney Research participated in the inaugural meeting of the SHP Research Committee on 8 February 2019, which focused on evaluating the Medical Research Future Fund (MRFF) EOI applications.
- SLHD was nominated as the lead organisation for 20 of the 38 MRFF applications received for Round 3 grants of the Rapid Applied Research Translation Program 2019. 21 applications have progressed to the next stage of review, including 12 with SLHD as the host organisation. Individual feedback has been provided to each SLHD applicant along with the offer to meet individually to further discuss and assist them as they progress. Lead investigators have been encouraged to engage with their colleagues in other health services across the SHP Network to further strengthen their application and where required, to further articulate the specific research question they are trying to address.
- Sydney Research participated in the SHP Governing Council on 18 February 2019 with a focus on the SHP Strategy 2019 – 2022.

Institute for Musculoskeletal Health

The Institute for Musculoskeletal Health, an academic health partnership between SLHD and the University of Sydney celebrated its official launch on 8 February 2019. It is one of the first academic health partnerships in musculoskeletal health in Australia and brings together frontline clinicians and researchers to facilitate new ideas and improved translation of evidence into policy and clinical practice for people living with musculoskeletal health conditions.

Patient and Family Centred Care (PFCC) Research Working Group

An environmental scan that identifies the current state, the opportunities and potential tools and resources for three way engagement between consumers, SLHD and researchers has been undertaken. This has been completed from the perspective of consumers, the organisation and researchers. The environmental scan will be reviewed and will inform the development of an action plan.

A PFCC Consumer and Community Engagement research article is being developed following an in-depth literature review completed in 2018. SLHD is in the process of determining the most appropriate publication route.

Bi-monthly meetings have also been confirmed, scheduled 2 weeks before the PFCC Steering Committee. The first meeting will be held 20 March 2019.

National Health and Medical Research Council (NHMRC) – Research Integrity and Misconduct Policy

Sydney Research, SLHD Research, SLHD Clinical Governance and SLHD Clinical Trials Governance have submitted feedback for the revised NHMRC Research Integrity and Misconduct Policy. It has been suggested that the NHMRC consider developing a process to permit institutions to withhold the name of the subject of the fraud or other misconduct. Other feedback included minor changes to improve clarity.

STRIVE Research Impact and Commercialisation Series

Based on findings of the 2018 program evaluation, the 2019 STRIVE program will consist of a few linked workshops to support idea development, pitching and fund sourcing, intellectual property protection and commercialisation. It will also link more closely to The Big Idea event in Innovation Week, aiming for greater engagement with relevant audiences.

Precinct Planning

A number of related initiatives are progressing concurrently:

- RPA clinical services planning and facility master planning for redevelopment.
- Sydney Research Centre Project Planning and Collaboration Governance Group.
- Camperdown-Ultimo Collaboration Area (identified by the Greater Sydney Commission and included in their Eastern City District Plan).
- Sydney Innovation and Technology Precinct (announced by the Premier in August 2018. This originally focused on Central to Eveleigh, and now includes the Camperdown-Ultimo Collaboration Area).
- Zoning for a Biomedical Hub at Parramatta Rd-Pyrmont Bridge Rd (as part of the Inner West Council's Parramatta Road Urban Transformation Corridor).

Other Activities

- Representatives for the Embedding Quality Research in LHDs (EQRLHDs) Steering Committee have been confirmed, with the first quarterly meeting planned for 15 March 2019.
- Recruitment is in progress for a Project Manager (Digital Communications) for the EQRLHDs project, to be supported by SLHD and OHMR.
- Sydney Research continues to support the work on the development of the Pharmaceutical Manufacturing Lab to be located within the NSW State Biobank.
- The first Sydney Research Council meeting was held on 29 January 2019 with a key presentation from The Woolcock Institute of Medical Research.
- Highlights and upcoming activities of Sydney Research Council members are being documented for coverage by Sydney Research in 2019.
- Sydney Research is involved in the planning and finalisation of the Clinical Trials Showcase and The Big Idea events on Thursday 27 June 2019. The call out for applications for The Big Idea will commence in March 2019.
- Sydney Research is attending a number of events representing Sydney Research and/or SLHD including:
 - NSW Health and Medical Research Industry Forum – Data Driven, 21 February 2019
 - WSLHD Research Celebration Event, Female Orphan School, 22 February 2019
 - Anne Woolcock Lecture 2019, 28 February 2019
 - NHMRC Clinical Trials Centre 30th Anniversary Symposium, 1 March 2019
- We welcomed Phoebe Ng to the role of Program Manager, Sydney Research in February 2019.
- @SydneyResearch currently has 641 followers on Twitter.



Dr Teresa Anderson AM
Chief Executive

18.3.19