
Sydney Local Health District

Ninety Third Meeting of the Board

Date: Monday 21 October 2019
Time: 9.00am – 11.30am
Venue: SLHD Boardroom
Chair: The Hon. Ron Phillips AO, Chair

1. Present and apologies

The Hon. Ron Phillips AO, Chair
Dr Teresa Anderson, AM, Chief Executive
Ms Victoria Weekes, Member
A/Professor Christine Giles, Member
Ms Ronwyn North, Member
Dr Thomas Karplus, Member
Ms Frances O'Brien, Member
Dr Mary Haines, Member
Mr Richard Acheson, Member
Mr David McLean, Member
Professor Paul Torzillo AM, Member
Dr Alicja Smiech, Chair, Medical Staff Executive Council

Apologies

Ms Susan Anderson, Member

In attendance

Ms Miriam Olliek, Acting secretariat
Ms Gina Finocchiaro, Executive Director, Workforce and Corporate Operations (Departed 11.15am)
Ms Louise Treloar, GHMP Trainee (Departed 11:15am)

2. Welcome and introductions

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

Presentation: SLHD Budget Performance Update

Dr Teresa Anderson presented on: Updated SLHD Budget Performance Presentation.

- New Acknowledgement of Country presentation slide.
- New SLHD animated short film and infographic that can be used for all external presentations.

Minutes

- Budget results
- Financial performance overview
- Demographics of Sydney Local Health District patients
- Partnerships and relationships
- Communication strategies
- Continued focus on an integrated community
- Staff leave and Christmas and New Year Leave
- Staff Wellness and Mindfulness

Following the presentation the Board discussed:

- Very impressive presentation that clearly articulates the vision of SLHD.

The Chair thanked Dr Teresa Anderson for the presentation and was impressed by all improvements relating to performance, culture, staffing and activity. The Board requested an update in 6 months. It was agreed to have an updated presentation for the February 2020 Board meeting.

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 to the Register at this meeting.

4. Confirmation of previous minutes

4.1 Minutes – 9 September 2019

The minutes of the Board meeting held on Monday 9 September 2019 were moved and seconded.

The Chair then signed the minutes.

4.2 CE Report – September 2019

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

5. Matters arising from the previous minutes

5.1 Action sheet

The Board received and discussed the action sheet including:

- A “lessons learnt” paper for organ donation is in progress.
- Representatives from Health Infrastructure will be attending a Board meeting next year. The date is yet to be confirmed.
- The Sydney District Nursing Service review has been provided to the Board. This

agenda item can be removed from the action list.

- A meeting is planned for December with the Cancer Institute NSW to discuss indicators reporting for Lifehouse.
- The Neonatal Birth Trauma review is in progress.
- Clinical Governance and Risk Report format updates will be addressed in the next Board meeting.
- No additional feedback was received regarding the “NSW Audit Office Governance of LHDs”. This agenda item can be removed from the action list.
- Updates have been made to the slide for Canterbury Hospital to include the people matter survey results for 2019. This agenda item can be removed from the action list.
- The improvements noted in engagement and culture indexes in 2019 for Sydney Dental Hospital and Oral Health Services have merited awards. This agenda item can be removed from the action list.
- Copies of the presentations for Sydney Dental Hospital / Oral Health Services and Drug Health Services have been provided to the Board. This agenda item can be removed from the action list.
- The Board and Committee dates for 2020 have been disseminated to the Board. This agenda item can be removed from the action list.

6. Patient Story

Dr Teresa Anderson presented a complimentary letter received about the exceptional level of care experienced by a patient and the patient’s family, at Canterbury Hospital.

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

Nil to report.

9. Chief Executive’s report

The Board received, read and discussed the Chief Executive’s Report including:

- The District remains at Performance level 0, which is the highest level achievable.
- Mental Health Readmissions within 28 days slightly increased for the month of June to 15.2%, from May result of 14.8%. There has been a slight increase (0.2%) in the percentage of Mental Health Readmissions within 28 Days as of YTD June 2019 in comparison to the same period last year. The District continues to focus on strategies to improve mental health performance.
- Premium staff usage has increased for Medical, Nursing and Allied Health for August 2019 compared to the same period last year by 0.67, 0.35 and 0.23 respectively due to the significant increase in activity. SLHD facilities continue to meet both nursing hours per patient bed day and birth-rate plus as per Award. The strategies to ensure compliance requires significant monitoring and mobility of resources.
- In August the District's occupancy rate increased by 5.92%, to 91.34% when compared to the 85.42% in August 2018, reflecting the acuity of patients.
- The District continues to work on ETP performance. Despite the significant increase in activity, there was only a -0.08% decrease in the month of August 2019, to 69.57%, when compared to the same month in the previous year. YTD there has been a -0.6% decrease in ETP to 68.05% when compared to the same period in the previous year. YTD August 1182 additional patients have been admitted, referred or discharged within 4 hours of presentation, when compared to the same period in the previous year.
- The District met the transfer of care (TOC) target (90%) in August 2019, with 91.19% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is despite the significant increase in ambulance activity.
- The District achieved target for all Triage Categories for the month of August. The District continues to focus on Triage Category 3 performance, with a result of 78.06% for the month of August, representing a 4% increase on 74.06% in August 2018.
- SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery achieving 000, with all patients admitted within the clinically appropriate timeframe for their surgery.
- The enhancements to Sydney District Nursing will see an increase in capacity over coming months.
- Clinical Redesign is progressing well.
- Whole of Health (who) Services Mapping for SLHD is progressing well.
- Health Pathways are progressing well.
- The 2019/20 Service Level Agreement between the Board and Ministry of Health has key financial performance targets for expense and revenue.
- Sydney Research is progressing well.
- Capital Works are progressing well.

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – August 2019

The Board received, read and noted the SLHD Board Reporting Pack for August 2019.

9.1.2 Selected Performance Indicators – August 2019

The Board noted this report was not available.

9.1.3 HealthPathways Dashboard Report

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 July - September 2019.

(ii) Accreditation

The Board received, read and noted this report.

(iii) SLHD Risk Register

(Report due in December 2019)

9.5 Audit and Risk Committee Report – Period 1 July 2019 – 18 September 2019

The Board received, read and noted this report.

9.6 Facility Reports – August 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 Services report.
- (iv) Concord Hospital
The Board received, read and noted the Concord Hospital facility report.
- (v) Drug Health Services
The Board received, read and noted the Drug Health Services report.
- (vi) Mental Health Services
The Board received, read and noted the Mental Health Services report.
- (vii) Oral Health Services and Sydney Dental Hospital
The Board received, read and noted the Oral Health Services and Sydney Dental Hospital facility report.
- (viii) Population Health
The Board received, read and noted the report.
- (ix) Royal Prince Alfred Hospital
The Board received, read and noted the Royal Prince Alfred Hospital facility report.
- (x) Tresillian
The Board received, read and noted the Tresillian report.
- (xi) Lifehouse
The Board received, read and noted the Lifehouse report.
- (xii) Public Health Unit
The Board received, read and noted this report.
- (xiii) Health Equity Research and Development Unit (HERDU)
The Board received, read and noted this report.
- (xiv) Croydon / Marrickville / Redfern Community Health
The Board received, read and noted this report.
- (xv) Organ Donation for Transplant – Quarterly Report (July - September 2019)
The Board received, read and noted this report.

Minutes

10. Matters for approval / resolution

10.1 RPAH Clinical Services Plan

The Board endorsed the RPAH Clinical Services Plan with minor formatting amendments made to page 21 and page 33.

The Board commended the planning team for creating a comprehensive and well-presented document.

10.2 Brief – SLHD Cyber Security Committee: Board Member Representative

The Chair requested all expression of interests to be a representative on the SLHD Cyber Security Committee be emailed for consideration.

10.3 Board and Committee Meetings Scheduled for 2020

The Board noted the meetings schedule for 2020.

10.4 SLHD Annual Safety and Quality Account 2018-2019 – tabled

The Board endorsed the SLHD Annual Safety and Quality Account 2018-2019 with minor formatting amendments made to page 8.

11. Board Committee reports / minutes

11.1 Finance, Risk and Performance Management Committee

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

11.2 Education and Research Committee

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

11.3 Communications Committee

The Board received, read and noted the minutes of the meeting held on 8 October 2019.

11.4 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 18 September 2019.

11.5 Health Care – Clinical Quality Council

The Board received, read and noted the minutes of the meeting held on 28 August 2019.

Minutes

11.6 Health Care – Clinical Council

The Board received, read and noted the minutes of the meeting held on 28 August 2019.

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held 1 November 2019.

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

The Board noted the minutes of the meeting held 2 October 2019 were not available.

11.9 Aboriginal Health Steering Committee (bi-monthly)

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

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

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

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 14 August 2019.

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

The Board received, read and noted the minutes of the meeting held on 19 September 2019.

12.4 Surgical Demand Committee (bi-monthly)

The Board noted the next meeting is to be held 16 October 2019.

12.5 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 21 August 2019.

12.6 NSW Health / SLHD Performance Review Meeting

The Board noted the meeting was held on 6 August 2019.

12.7 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 24 September 2019.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 10 September 2019.

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 17 September 2019.

12.10 Concord Hospital Redevelopment Executive Steering Committee

The Board received, read and noted the minutes of the meeting held on 21 August 2019.

12.11 Sydney Healthy Eating and Active Living Committee (SHEAL) (bi-monthly)

The Board noted the minutes of the meeting held 3 October 2019 were not available.

12.12 Minutes of the District Security Co-ordination Committee

The Board received, read and noted the minutes of the meeting held 11 September 2019.

13. Matters for noting

13.1 BHI Quarterly Reporting (Fourth Quarter April – June 2019)

The Board received, read and noted the fourth quarter report from April – June 2019.

13.2 Brief – Australian Commission on Safety and Quality in Health Care, further release of resources to support the role of the Governing Body.

The Board received, read and noted the Brief.

14. Other Business

Dr Teresa Anderson commended the 2019 NSW Health Award Winner 'Creating Healthy Homes and Neighborhoods in SLHD' in the Delivering Integrated Care category.

Next Meeting

The next meeting is to be held on Monday 18 November 2019 at 9.00am in the SLHD Boardroom.

The meeting closed at 11.30am.


Chair

18/11/2019
Date

Board Report

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

There were no RCAs for the month of August.

Mental Health Readmissions within 28 days slightly increased for the month of June to 15.2%, from May result of 14.8%. There has been a slight increase (0.2%) in the percentage of Mental Health Readmissions within 28 Days as of YTD June 2019 in comparison to the same period last year. The District continues to focus on strategies to improve mental health performance.

The District continues to perform well in relation to unplanned readmissions within 28 days of separation at 5.7% for July, which is below the State rate of 6%. Unplanned Emergency Representations (same ED within 48 hours) were 3.9% for the month and YTD August, which is also below the State month and YTD rate of 4.6%.

Hospital Acquired Infections continue to be a focus. The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 0.6 per 10,000 bed days for the month of July 2019. There were 0 Central Line Associated Bloodstream (CLAB) infections during July 2019. 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 of the 8 reported Hospital Acquired Complications reported in 2018/19 for July18/June 2019 except for Hospital Acquired Neonatal Birth Trauma at 403.8 (per 10,000 bed days), which was slightly above target of 382.9). This is a 16.8% improvement July18/June 2019 for the same period last year. Additional Hospital Acquired Complications have been added to the Annual Service Agreement with NSW Health. The District remained within benchmark for all but two. The District was outside the target for Hospital Acquired Neonatal Birth Trauma with 70.8 against a target of 65.6 which is an improvement on last year (85.0). For Hospital Acquired Renal Failure, the District was slightly above the target of 2.7 with 3.0 July18/June 2019. This was a 12.1% improvement for the period July18/June 2019. The District was below the target of 15.7 on Hospital Acquired Gastrointestinal Bleeding at 9.8 (per 10,000) an improvement of 37.8% compared to July 17/June 2018.

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

Workforce

The District continues to focus on strategies to ensure our workforce has the appropriate skill mix and levels to meet demand. Premium staff usage has increased for Medical, Nursing and Allied Health for August 2019 compared to the same period last year by 0.67, 0.35 and 0.23 respectively due to the significant increase in activity. SLHD facilities continue to meet both nursing hours per patient bed day and birth-rate plus as per Award. The strategies to ensure compliance requires significant monitoring and mobility of resources.

Activity

There was an increase (0.50%) in the number of separations (15,348) for the month August 2019 when compared to the August last year. YTD separations have increased across the District by 2.44% in comparison to last year. In August the District's occupancy rate increased by 5.92%, to 91.34% when compared to the 85.42% in August 2018, reflecting the acuity of patients.

There were 14,697 attendances to the District's Emergency Departments in August 2019, representing an increase of 5.44% when compared to the same month last year. YTD August Emergency Department attendances have increased 7.28% in comparison to the same period last year. YTD August case weighted attendances have increased by 6.52%, when compared to the previous year.

Emergency Treatment Performance (ETP) (formerly NEAT)

The District continues to work on ETP performance. Despite the significant increase in activity, there was only a -0.08% decrease in the month of August 2019, to 69.57%, when compared to the same month in the previous year. YTD there has been a -0.6% decrease in ETP to 68.05% when compared to the same period in the previous year. YTD August 1182 additional patients have been admitted, referred or discharged within 4 hours of presentation, when compared to the same period in the previous year.

Transfer of Care

The District met the transfer of care (TOC) target (90%) in August 2019, with 91.19% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. This is despite the significant increase in ambulance activity.

ED Triage

The District achieved target for all Triage Categories for the month of August. The District continues to focus on Triage Category 3 performance, with a result of 78.06% for the month of August, representing a 4% increase on 74.06% in August 2018.

Elective Surgery

There was a 2.56% decrease in surgical admissions in the month of August 2019 when compared to the same month last year. SLHD continues to perform at the top of the state for patient treatment timeframe targets for elective surgery achieving 000, with all patients admitted within the clinically appropriate timeframe for their surgery. There has also been a 26.41% decrease in surgical patients not ready for care for the month of August 2019, when compared to the same month last year. This remains an area of focus for the District.

Emergency Surgery

There were 28 less emergency surgeries performed in the month of August 2019 when compared to the same month last year. YTD August emergency surgery has increased by 23 cases (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 continue to manage over 1,000 patients per day in the community who would otherwise be in hospital. There has been a 2.2% decrease in the number of Hospital in the Home overnight separations in August in comparison to the same month 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. The enhancements to Sydney District Nursing will see an increase in capacity over coming months.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

NWAU Activity against Target

The District continues to wait on the Ministry of Health and eHealth for the release of NWAU19 for all streams other than SNAP.

Please note all volumes, other than SNAP, are in NWAU18.

Stream	Target	Actual	Variation	Variation %
Acute*	13,955	13,943	-12	-0.08%
ED	1,927	2,068	140	7.29%
NAP	4,032	4,227	195	4.83%
SNAP**	1,187	986	-201	-16.91%
MH Admit	1,303	1,712	408	31.32%
MH NAP***				
Total	22,404	22,935	531	2.37%
Dental DWAU	5,496	6,406	910	16.56%
Dental NWAU#	690	804	114	16.56%
Total (NWAU)	23,094	23,739	645	2.79%

* 41 uncoded episodes

**NWAU19, 52 ungrouped episodes

***MH NAP unavailable

NWAU=589/4691*DWAU

Clinical Costing

The District Performance Unit has commenced preparations for Round 23.2 of costing, including:

- Adjustments for Finance sign off
- Reclass rules from iFRACS completed by the facilities
- Extractor data quality checks
- Feeder files preparation
- Implementation of the new Ministry imaging and pathology dummie elimination methodology
- Inclusion of an endovascular clot retrieval feeder
- Testing of the hTrack feeder for prosthesis, cath lab and TAVIs

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of August 2019, 17.40% (2,571 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There was a decrease of 378 (12.82%) patients who elected to use their private insurance compared to the same period last year and a decrease of 3 (0.02%) in total separations.

For the month ended August 2019 conversions for facilities as compared to the same period last year were:

- RPAH – a reduction of 316 (20.49%) private patients.
- Concord – a reduction of 11 (0.96%) private patients.
- Canterbury Hospital – a reduction of 24 (11.94%) private patients.
- IRO – a reduction of 12 (37.50%) private patients.
- Balmain Hospital – a decrease of 15 (45.45%) private patients.

Single Room Usage

For the month of August 2019, 11.10% of patients were flagged as requiring single rooms for infection control across the District. For the month, 27% of all available single rooms were occupied by private patients and 37% of all private patients were accommodated in single rooms.

SLHD Revenue Committee

Key notes:

- General Managers were in attendance at the SLHD Strategic Revenue Network meeting in August 2019.
- Implementation of the Clinician Billing Portal (CBP) at SLHD was discussed.
- Facilities will conduct a review of all outpatient clinic activity to identify revenue opportunities.
- Finance to develop standardised financial vs activity reporting across all facilities

REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The 20th Pitch event was held on 6 September 2019 at Concord Medical Education Centre. Four innovative ideas were presented, with \$46,000 in prize money awarded as follows:
 1. The “Parent Supporters” project by Zia Tayebjee and Daniela Lewkowicz was the big winner with \$25,000 awarded to establish a parent support peer group for vulnerable families in SLHD, to be co-funded with FACS
 2. The “Urine for a change” project by Monique Thompson and Ellis Longhurst was awarded \$5,000 to introduce a new tool to measure urine output on the wards
 3. The “Geriatric CO-management of older Vascular patients - GeriCO-V” project by Dr Janani Thillainadesan was awarded \$5,000
 4. The “Dentarterie – The Art in Dental” project by Eugenia Szuba was awarded \$11,000 to implement the Arterie program at Sydney Dental Hospital.

Clinical Redesign: CHR Projects

- Applications to the ACI’s Centre for Healthcare Redesign, Graduate Certificate (Clinical Redesign) Program 2020 (first intake) are now open.
 - Applications have opened particularly early as the first intake will be offering a targeted Redesign Graduate Certificate course for partnership teams in primary and acute care to redesign services to deliver improved care for Aboriginal people.
 - The Director of Aboriginal Health has been engaged to explore potential projects for submission to the program.

Other projects

- Whole of Health (WoH) Services Mapping for SLHD
 - The Clinical Redesign team has met with key service contacts to discuss the services and programs the District delivers which support access to care. In particular candidates were asked of any outreach, community services or hospital avoidance programs they were aware of for inclusion to the report.
 - The mapping out of services will be used to prioritised and form the work plan of the WoH Steering Committee.
 - A workshop to discuss sequencing of priorities will occur in October 2019.

Accelerating Implementation Methodology (AIM):

- The next 2 day AIM training course is scheduled on 7-8 November 2019.

HealthPathways

Content development

- RPAH and Canterbury Paediatrics workgroup was held on 9 September 2019, primarily focusing on Paediatric pathway reviews. There is little content within that suite that remains un-localised; however, clarifying the referral pathways within SLHD vs tertiary services through the Sydney Children's Hospital Network remains a priority.
- Commencing content re-alignment and development as part of the RPAH Endoscopy and Rapid Access Colonoscopy model design.
- Commencing discussions for a Urology workgroup towards the end of the year.

Content in Development:

- Bone Sarcoma
- Upper GI service mapping
- Neurology
- Neurosurgery
- Social determinate assessment and support resources

Usage of HealthPathways

Provisional September 2019 (1–18) usage figures remain reasonable but are slightly lower in comparison to 2018 figures for the same usage period. The program team remains unconcerned as this is keeping with gradually increasing utilisation from South Eastern Sydney HealthPathways. This is confirmed by year-to-date comparisons 2018 to 2019 whereby total users have declined by 20% but sessions of use, total and unique pageviews remain comparable. Academic detailing is due to recommence in the near future, with particular promotion in areas of reported low uptake – e.g. both the North-West and South-West sectors of the SLHD catchment.

	September 1–18 2019	August 2019	July 2019	September 2018
Users	681	1,105	973	1,037
Sessions of use	3,047	5,475	5,194	4,871
Unique Page Views	8,566	15,570	15,574	14,582
Total Page Views	10,612	19,213	19,278	19,379

FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS

GENERAL FUND (GF)

The 2019/20 Service Level Agreement between the Board and Ministry of Health has key financial performance targets for Expense and Revenue. The following analysis reflects the result for the period ended 31 August 2019 based on the District's budgeted NCoS.

For the month of August 2019, Sydney Local Health District (**SLHD**) General Fund (GF) Expenditure was \$5.603M (3.53%) unfavourable to budget. YTD August 2019 GF Expenditure was \$10.629M (3.39%) unfavourable to budget. YTD August 2019 Expenditure increased significantly (by \$27.082M or 9.11%) compared to YTD August 2018. Continued increase in FTE numbers is contributing to these results. Strategies are in place to reduce these numbers.

GF Revenue was \$0.290M (0.21%) unfavourable to budget for the month and \$0.772M (0.29%) unfavourable to YTD August 2019 budget. For the period ended 31 August 2019, the District's GF NCoS was \$11.401M unfavourable to budget.

The Chief Executive and the Executive Director of Finance are confident that the District will have an on budget NCoS result (excluding the impact of Doubtful Debts) for the 2019/2020 financial year. The District has identified a program of work to achieve 2019/20 NCoS target. This was presented to the NSW Health Secretary and Chief Financial Officer on 4 October 2019. This will be presented to the Board at the October 2019 meeting. The District has continued to maintain the good controls that it has in place and monitors performance on a daily basis despite the material increase in all activity challenging the LHD in the first (2) months of 2019/20 financial year.

The major variances for the month were:

Expenditure

- For the month of August 2019, GF Total Expenditure was \$5.603M (3.53%) unfavourable to budget, reflecting unfavourable results for Salaries & Wages (\$4.992M), Overtime (\$1.248M), Annual Leave Provision (\$0.758M), Superannuation (\$0.935M), VMO Payments (\$0.599M) and RMR (\$0.497M) offset by favourable results for Other Employee (\$0.401M), G&S Admin (\$2.535M), G&S Clinical Operating (\$0.297M) and Grants (\$0.278M).
- YTD August 2019 GF Total Expenditure was \$10.629M (3.39%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages (\$5.407M), Overtime (\$1.762M), Annual Leave Provision (\$1.079M), Superannuation (\$1.438M), VMO Payments (\$1.674M), G&S Drugs (\$1.601M), G&S Medical & Surgical Supplies (\$1.961M), G&S Prosthetics (\$1.097M), offset by favourable variances in Other Employee (\$0.296M), G&S Drugs (\$0.292M) and RMR (\$0.709m) offset by favourable results for G&S Special Services (\$0.633M), G&S Admin (\$4.940M) and Other Employee (\$0.401M).

Revenue

- GF Total Revenue was \$0.290M (0.21%) unfavourable to budget for the month of August 2019. The result for the month reflects unfavourable variances for Patient Fees (\$0.906M), Facility Fees (\$0.800M), Grants and Contributions (\$0.217M) and Doubtful Debts (\$0.225M) offset by unfavourable variances in High Cost Drugs (\$1.363M), Rent Income (\$0.115M) and Conference and Training Receipts (\$0.266M).
- YTD August 2019 GF Total Revenue was \$0.772M (0.24%) unfavourable to budget. The unfavourable YTD result reflects mainly unfavourable variances in Patient Fees (\$1.052M), Grants & Contribution (\$0.515M), Other Sources of Revenue (\$0.255M) and Doubtful Debts (\$0.655M) offset by favourable variances in User Charges (\$1.705M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$1.252M unfavourable to budget for the month of August 2019 and \$1.171M favourable to budget for YTD August 2019. This YTD result reflects an unfavourable budget variance for Expenditure (\$0.565M) offset by a favourable budget variance for Revenue (\$1.736M).

CONSOLIDATED RESULT

For the period ended 31 August 2019, the consolidated year to date NCoS result for the General Fund and SP&T was \$10.232M unfavourable to budget. The result comprises a favourable variance for Own Source Revenue (\$1.618M) offset by unfavourable variances for Expenditure (\$11.195M) and Doubtful Debts (\$0.655M).

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

For the period ended 31 August 2019, SLHD recorded a Total Net Result of -\$9.450M (Note that Total Revenue was higher than Total Expenditure for YTD August 2019) which was \$10.135M (52%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD August 2019 was \$8.912M unfavourable to budget, reflecting a favourable budget variance in Revenue (\$1.715M) offset by an unfavourable budget variance in Expenditure (\$10.626M).

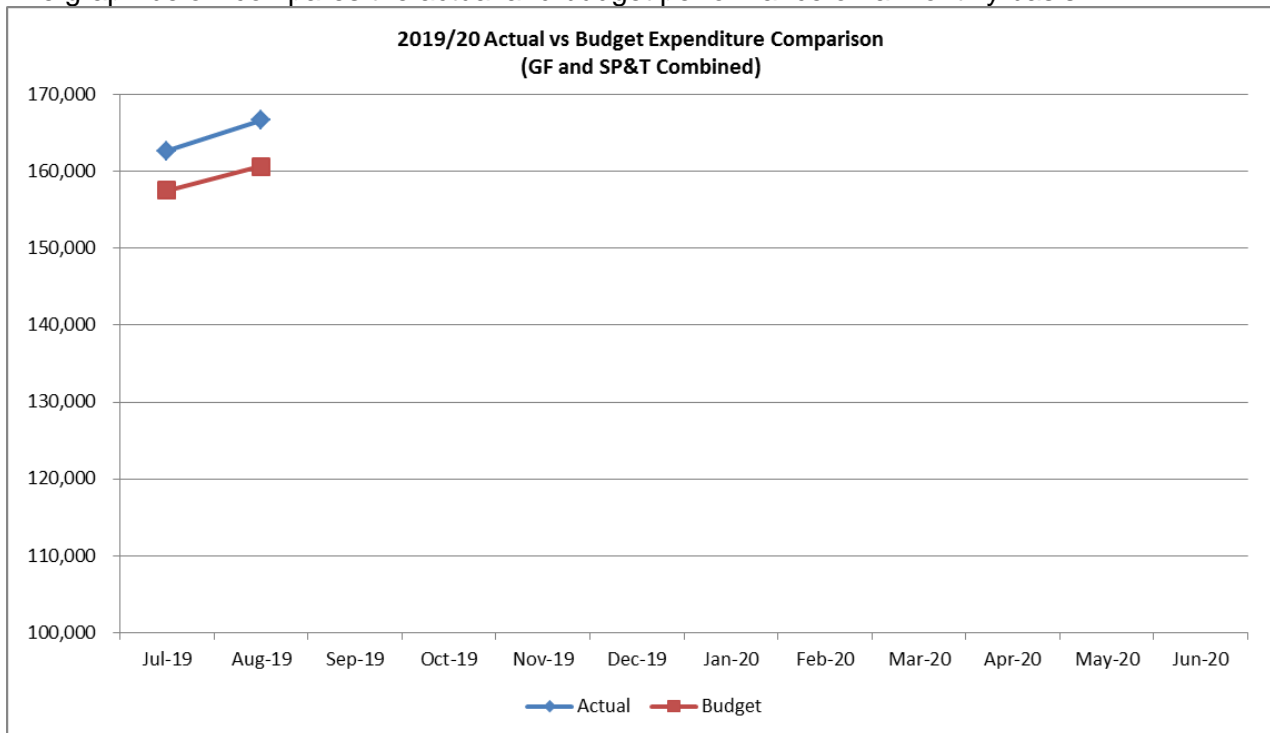
Board Report

For the month of August 2019, Total Direct Revenue was \$0.881M unfavourable to budget, comprising unfavourable variances for the General Fund (\$0.065M) and the SP&T Fund (\$0.816M). YTD Total Direct Revenue was \$1.1715M favourable to budget, comprising favourable variance for the SP&T Fund (\$1.832M) and unfavourable variance for the General Fund (\$0.117M). The YTD result for the GF reflects unfavourable variances in Patient Fees, Grant Income and Other Income offset by a favourable variance for User Charges.

Total Direct Expenditure was \$5.544M unfavourable to budget for the month of August 2019, comprising favourable result for the General Fund (\$5.082M) and the SP&T Fund (\$0.462M). YTD Total Direct Expenditure was \$10.626M unfavourable to budget, comprising \$9.872M unfavourable variance for the General Fund and a \$0.754M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages (\$5.407M), Overtime (\$1.762M), On-costs (\$2.116M), VMOs (\$1.674M) and Direct Clinical Operating (\$4.025M) offset by favourable results for G&S Corporate & Operational Admin (\$4.940M) and Grants and Subsidies (\$0.229M).

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 August 2019.

The District achieved over 97% compliance for payment of small vendor creditors within 20 days for the month of August 2019 against the NSW Government 80% target.

The cash balance at 31 August 2019 for the SLHD Operating bank account was \$29.397M and the Operating Cash book balance was \$29.308M.

CAPITAL WORKS – SMRS PROJECTS

As at 31 August 2019, the District's Full Year Capital works budget relating to SMRS Projects is \$38.094M comprising \$15.090M of MoH funded and \$23.004M of locally funded projects. In August

2019, two locally funded projects (Cranial Navigation System Upgrade -\$2.710M and Endoscopy Suite-RPAH - \$0.401M) were approved by MoH.

Actual expenditure as at the end of August 2019 was \$1.634M which is \$0.088M over budget.

OTHER CAPITAL PROJECTS

As at the end of August 2019, the District has expended an amount of \$0.052M relating to Balmain Hospital Lift Controller Upgrade. The total expenditure of \$0.052M was sourced from the General Fund.

CAPITAL WORKS

RPA

Building 75, Level 11 Respiratory Labs – Stage 2

Partitions have been installed, set and painted. Beverage bay and treatment room works are complete. Service fit off is complete and stage 3 of the works are expected to commence late September.

Building 63 RPU

Mechanical and electrical documentation are 95% complete. Clean room product review has been undertaken –final decision has been confirmed and drawings will be ready to be signed off so that pricing for the works can begin.

Concord

Building 34-JMO's Relocation

External cladding, painting and excavation are complete. Courtyard paths have been laid and pergola is being constructed.

Building 75 – Fussell House

Demolition works to ground floor are nearing completion. Level 1 mechanical services have been disconnected and removed and demolition to the level is at 90% completion.

Oncology Modular Accommodation

The new retaining wall construction has been completed and the privacy screens installed. The modular building has been purchased and is being constructed off site and will be delivered early September.

Building 3 - MADU relocation

Cool room and mechanical demolition and wall framing are complete. Electrical roughin is at 75% completion, hydraulic rough in is 50% complete and wall sheeting is 50% complete.

Canterbury Hospital

ED Expansion

Procurement is ongoing. Footing excavation, steelwork and ground floor slab laying are complete. Fire stairwell block and first floor formwork has commenced.

PLANNING

The SLHD Planning Unit has worked with RPA executive, an Executive Steering Committee, clinicians and a wide range of stakeholders to finalise the draft revised RPA Clinical Services Plan.

This has been a major enterprise and developing this plan has been prioritised over all other planning work.

Since the major consultation period, we have received a great many comments which now have been incorporated. In general comments have been very positive with very minor suggested amendments.

The past month we have also sought to further develop the strategy in a number of areas:

- Aged Care, Rehabilitation with the agreement to include 14 new Rehabilitation beds, a designated 24 bed aged Care ward and a 10 bed Aged Behavioural management Unit.
- LifeHouse purchased services (Medical oncology, Radiation Oncology, Head and Neck Surgery, Breast Surgery and Gynaecological Oncology) with a series of meeting with these services and LifeHouse to scope the current activity.
- Ambulatory Care requiring a number of meetings with services to forecast the future requirements and scope the potential approach to Ambulatory Care.
- Community/Virtual Health beds to scope the models of care.
- Clinical Support Services including food, linen, the mortuary etc. to ensure that these services have been planned in accord with the changed activity.
- Mental Health including a strategy for providing appropriate care for people with significant co-existing physical health issues as well as a strategy for Mental Health service development.
- Homelessness with a preferred strategy is still under discussion with a broad range of options in consideration.
- A range of other services such as oral health, paediatrics, NICU, maternity, renal where comments required a meeting to formulate the response.

Camperdown-Ultimo Collaboration Area

- The priorities for the Collaboration area have been agreed by the Alliance, based on the plan for the Collaboration Area which has been developed by the Greater Sydney commission. Five projects have been agreed as the priorities. These five include developing the industry engagement with health and education. Other projects address connectivity in the corridor, transport and place making.
- A presentation on the Camperdown-Ultimo Collaboration Area will be provided at the October Sydney Research meeting to better include the Medical Research Institutes and Sydney Research in the Collaboration area.
- The Alliance has co-sponsored a land use study which is being undertaken by SGS Economics to examine and report on the opportunities for industry engagement. They have met with a group of MRI reps to discuss land use in the corridor and particularly to discuss potential industry partnerships/companies that may wish to locate in the Camperdown area to further research and research translation.
- The Alliance has also collaboratively sponsored a transport study will be undertaken as part of the priority issues with a particular view to addressing mass transit on Parramatta Rd.
- The part of the corridor that is the Sydney Innovation Technology Precinct – Central to Eveleigh- will be a deep tech site with 5 major anchor companies, including Atlassian, start-ups, scale-ups etc. Department of Industry/Treasury is the lead and has developed a report to the Premier.

SYDNEY RESEARCH

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

Sydney Research continues to work with and support the TRGS winners from Rounds 1 – 4. Funding has been received for Round 4 winners, with an additional \$64,686 in grant funding being awarded to chief investigators Dr Rowena McMullan and Dr Adrienne Gordon for their project 'The 'Gloves On' trial: A research trial to determine whether the addition of non-sterile gloves to hand hygiene during the routine care of preterm infants affects rates of late-onset sepsis' to employ a full time trial coordinator for the duration of the research project. Both Dr McMullan, and Dr Michelle Barakat-Johnson for her project 'A novel implementation of best available evidence into practice for incontinence-associated dermatitis (IMBED)', have commenced the processes of recruitment for their projects and established new project specific cost centres.

OHMR – Embedding Quality Research into Local Health Districts (EQRLHD)

With the initial focus for the EQRLHD Steering Committee being the Clinical Trials Strategy, the EQRLHD Working Group is working with Ms Anita van der Meer, Manager clinicaltrialsNSW to dovetail and leverage off the work already commenced by Ms van der Meer's team. These include:

- Clinical Trial Benchmarking
- Clinical Trial Connect
- Clinical Trial Triage
- Clinical Trial Toolkit
- Early Phase Clinical Trials
- Clinical Trial Portfolio Management
- Clinical Trial Workforce
- Clinical Trial Awareness

Consideration is being made to link any training in with NSW Health Education and Training Institute (HETI), as they offer support to staff in research methods, as well as exploring links with the NSW Clinical Excellence Commission (CEC) who are looking to build capacity for research.

Patient Family Centred Care (PFCC) Research Working Group

The Consumer and Community Engagement manuscript has been finalised and submitted to the *Australian Health Review* for consideration for publication. The manuscript outlined key benefits of Consumer and Community Engagement, related barriers and enablers, as well as a practical case series, which will help to shape how Sydney Local Health District continues to contribute to the development of patient and family centred care and progress work in this important area.

The PFCC Research Working Group has discussed three pilot strategies to improve consumer involvement in research within and across the SLHD. These include:

- A digital communications campaign titled '#Whywedoresearch'
- Consumers in research Champion Program
- Process mapping to ensure co-design by consumers in research

There is a requirement to increase the awareness of how consumers can be actively involved in research. A small sub-group is being formed to further progress the development of these pilot strategies and develop an action plan.

Sydney Health Partners (SHP)

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

- SLHD is the lead organisation for the implementation of the Sydney Health Partners Strategic Platform 2 "*Transforming how research improves patient outcomes to meet the needs of our community*". The Working Group has representatives from across SLHD's clinical networks,

research, and Aboriginal Health representation, as well as representatives from NSLHD, WSLHD, SCHN and The University of Sydney. A number of potential projects have been put forward as potential initiatives to be piloted across the Partnership, including one suggestion which will also link into the work of Platform 1 and Platform 5.

- SLHD has representation on each of the other SHP Strategic Platform working groups, with Platform 1 *“Promoting collaboration and inclusivity to increase scale and international competitiveness”*; Platform 3 *“Building capacity and removing barriers to support research”* and Platform 5 *“Utilising digital health and informatics research to optimise models of care and care delivery”* having convened.
- Sydney Research continues to have representation on the SHP Website Working Group to determine the requirements for the new website, including refining the aim, objectives, content, resources, style and structure.
- Sydney Research continues to participate in a SHP Membership Committee to review the existing documentation concerning SHP membership, set criteria, responsibilities and obligations of members, and determine categories of membership.
- Sydney Research continues to work with SHP and SLHD Finance to capture the in-kind contributions of all SHP partners and establish governance and reporting mechanisms in line with this.
- Sydney Research has been assisting SHP with the logistics and planning of the Governance Review of SHP which will consider whether SHP’s governance, management and activities are suitable in terms of enabling SHP to deliver on the objectives of the partnership and the policy objectives of the National Health and Medical Research Council’s (NHMRC) Advanced Health Research Translation Centre’s (AHRTC) initiative. It is the intention of the review to ensure that SHP is performing well compared to other NHMRC recognised AHRTCs, and ensuring that SHPs status as an AHRTC is renewed through the 2020 reassessment process.

SHP has been provided with a total of \$1.7 million to 11 projects, using funds from the Australian Government’s Medical Research Future Fund through its Rapid Applied Research Translation scheme. SLHD has been highly successful, being awarded 5 of the 11 grants. Successful awardees for projects with SLHD as the lead organisation include:

- Dr Emma Quinn, who will evaluate the effectiveness of an innovative web-app, FluCARE, to predict and prevent flu outbreaks in aged care facilities
- Assoc Prof Christopher Gordon, who will investigate whether an app to treat insomnia can be incorporated into a GP’s treatment toolkit.
- Dr Timothy Middleton, who will investigate improving clinic attendance by adolescents with Type 1 diabetes
- Dr Michelle Barakat-Johnson, who will test a better risk assessment tool for pressure injury
- Dr Angus Ritchie, who will use diverse data sources to address medication alerts, infections and polypharmacy

Biodesign

Participants of the Biodesign program have continued immersion within the hospital, observing the clinical departments of Renal, Cardiology, Emergency and Community Health, and meeting with their clinical mentors. The program has covered aspects of design thinking, project management, strategic focus, needs statements, needs screening, ideation and brainstorming. These sessions have been delivered by IDE Group, Cicada Innovations, The University of Sydney, and Biodesign Stanford Alumni.

Precinct Planning

Work is continuing to progress for precinct planning, integrating concepts in line with the Royal Prince Alfred Hospital redevelopment. The group is working on a shared vision, revised strategic planning timeline and governance structure together with Health Infrastructure NSW and Capital Insight.

The Camperdown Ultimo Alliance is establishing a framework for collaboration, with five key projects identified. Sydney Research and SLHD are leading the special enterprise precinct project which will link into the existing work. Sydney Research is also assisting with the land use study across the Camperdown-Ultimo area, bringing together representatives from health, academia, independent research institutes and local BioTech businesses. On 25 September 2019, a land-use and strategic employment fact finding workshop was hosted at SLHD to engage with these key stakeholders. The study is being done in collaboration with the Inner West Council, Sydney Local Health District, Health infrastructure, the University of Sydney and City of Sydney. The study will conclude with recommendations for long term strategies to maximise the effectiveness of the employment and productivity contribution that Camperdown precinct makes to the economy.

Other Activities

- Highlights and upcoming activities of Sydney Research Council members have been documented for coverage by Sydney Research in 2019.
- Sydney Research has continued to participate in the Australian Health Research Alliance's National Committee for Clinical Research, as representatives of Sydney Health Partners and Sydney Local Health District.
- Sydney Research is collaborating with SLHD ICT, Apple, SAP, Bilue and The Avner Foundation to develop and trial a digital health companion app for Pancreatic Cancer patients and clinicians to manage care plans and track compliance.
- Sydney Research continues to support and explore:
 - The University of Sydney partnership opportunities for Project ECHO.
 - The establishment of the Pharmaceutical Manufacturing Lab to be located within the NSW State Biobank.
 - The work of the Collaborative Centre for Cardiometabolic Health in Psychosis (ccCHiP) in progressing the clinics and its expansion into other locations and avenues.
 - The NSW State Biobank by linking them with potential partners, clinicians and researchers.
 - The Concord Repatriation General Hospital's Near to Peer Mentoring Program.
 - The Tissue Analytics digital wound application project.
 - The economic impact of research across SLHD, together with health economists and the Research and Education Sub-Committee of the Board.
- Sydney Research attended a number of events representing Sydney Research and/or SLHD including:
 - Partnerships for Better Health Symposium on 29 – 30 August 2019, hosted by Maridulu Budyari Gumal | Sydney Partnership for Health, Education, Research & Enterprise (SPHERE) in partnership with Sydney Health Partners and NSW Regional Health Partners.
 - The SLHD PITCH at Concord Hospital on 13 September 2019.
 - RPA Institute of Academic Surgery Afternoon session on 20 September 2019 on the topic "Ethics and Surgery: at what cost?" in celebration of the Institute's 5th birthday.
- Planning has commenced for Innovation Week 2020. Sydney Research has scheduled meetings and made new contacts to progress plans for the series of research events.
- Regular Sydney Research eUpdates have been refreshed into a new format.
- Through the Sydney Research Council, fortnightly e-update, communications and social media, Sydney Research is promoting internal and partner educational and research activities to its audience of 650+ subscribers.
- @SydneyResearch currently has 821 followers on Twitter.

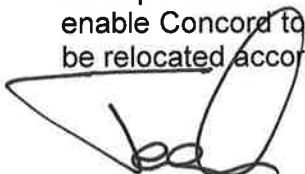
Other Matters

Special Commission of Inquiry into the Drug 'Ice' - Funding Roundtable

The Chief Executive attended a Special Commission of Inquiry into the Drug 'Ice' - Funding Roundtable on Monday 16 September 2019. The District is seeking advice to see if a copy of the transcript can be circulated.

Cafeteria Services at Concord Hospital

An expression of interest for the outsourcing of the Cafeteria at Concord has been released. This will enable Concord to focus on clinical issues. A meeting has been held with staff and affected staff will be relocated according to skills.



Dr Teresa Anderson AM
Chief Executive
Date: 21-11-19