
Sydney Local Health District

Ninety Fifth Meeting of the Board

Date: Tuesday 17 December 2019
Time: 9.30am – 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
Dr Thomas Karplus, Member
Ms Frances O'Brien, Member
Dr Mary Haines, Member
Mr Richard Acheson, Member
Mr David McLean, Member
A/Professor Christine Giles, Member
Ms Ronwyn North, Member
Professor Paul Torzillo AM, Member
Dr Tim Sinclair, Executive Director, Operations
Dr Alicja Smiech, Chair, Medical Staff Executive Council

Apologies

Ms Susan Anderson, Member
Ms Victoria Weekes, Member
Ms Kerry-Anne Hartman, Board Member, Compassionate Leave

In attendance

Ms Lou-Anne Blunden, Executive Director, Clinical Services Integration and Population Health,
(invited District Executive)

Dr Katherine Moore, Executive Director, Clinical Governance and Risk (Departed 10.25am)
Ms Sharon Campbell, Deputy Director, Clinical Governance and Risk (Departed 10.25am)
Adj Assoc Prof Vicki Taylor, Executive Director Sydney Research (Departed 10.25am)
Ms Ivanka Komusanac, Executive Director, Nursing and Midwifery (Departed 10.25am)
Mr Ross Sinclair, Director of Finance (Departed 10.25am)
Dr Kim Hill, Acting Director Medical Services (Departed 10.25am)
Ms Nerida Bransby, Secretariat
Dr Genevieve Wallace, General Manager, CRGH (Departed 10.25am)
Ms Tracy Foster, Acting Director, Clinical Governance, CRGH (Departed 10.25am)
Mr Greg Nolan, Manager, Operations and Performance. CRGH (Departed 10.25am)

Minutes

2. Welcome and introductions

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

3. Declaration / Removal of conflicts of interest

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

1. Dr Mary Haines declared that she has been appointed to the Audit and Risk Committee, Public Service Commission NSW.
2. A/Professor Christine Giles declared she has stepped down from her role of Executive Director and Head of Policy and Strategy at Cancer Australia effective from January 2020. Christine will take up the role of Principal Policy Advisor, Cancer Australia on a part time basis in 2020. Christine is also an Associate Investigator in the new NHMRC funded CRE for value based cancer care.

Presentation: Deep Dive – Concord Repatriation General Hospital

Dr Tim Sinclair presented on the Deep Dive, Concord Repatriation General Hospital including:

- Acknowledgement of Country.
- Overview including number of beds, referral centre, affiliations and specialty clinical services.
- Financials including total expenditure, total employee related services and own source revenue.
- Activity and Performance - NWAU
- Activity and Performance - Emergency Department
- Activity and Performance - Non-admitted
- Workforce FTE
- Workforce - Workcover Claims
- Workforce - Premium Staff Usage
- Workforce - People Matter Results
- Workforce - People Matter Actions
- Quality and Safety - Hospital Acquired Complications
- Quality and Safety - Service Agreement KPIs
- Quality and Safety - SAC 2 Incidents
- Challenges and Strategy - Budget and Efficiency Saving Targets
- Challenges and Strategy - Sustaining AC90 Achievements, Peak Committee Structure
- Challenges and Strategy - Emergency Care Access and ETP
- Challenges and Strategy - Patient Falls
- Challenges and Strategy – Aggression
- Innovations - National Centre for Veterans Healthcare, co-ordinated care centre for long term issues
- Innovations - Waste reduction in Theatres

Minutes

- Innovations - ClinTrial Refer
- Innovations - Meditation-based Wellness and Compassion Training

The Chair thanked the Concord Team for the presentation and for attending the meeting. The Chair also congratulated Dr Wallace on her appointment.

4. Confirmation of previous minutes

4.1 Minutes – 18 November 2019

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

The Chair then signed the minutes.

4.2 CE Report – November 2019

Under revenue, first dot point replace unfavourable with favourable, the Chair then declared that the CE Report for November 2019 was ready for publication.

5. Matters arising from the previous minutes

5.1 Action sheet

- A “lessons learnt” paper for organ donation will be provided to the Board. A meeting is to be held with Dr Rashid in the new year. Organ donation rates are positive.
- An invitation is to be extended to the Chief Executive from Health Infrastructure to attend the March Board Meeting in 2020.
- A meeting is to be held in the new year re Cancer Institute NSW Indicators reporting for Lifehouse.
- A deep dive into the data on Neonatal Birth Trauma is being reviewed.
- An updated Quarterly Quality Report was provided to the Board at agenda item 9.4. 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 were emailed on 9 September 2019. This agenda item can be removed from the action list.

6. Patient Story

This agenda item was deferred to the next meeting.

7. Standing Items

7.1 Acronyms List

The Board received and noted the revised Acronyms List.

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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 noted the Chief Executive's Report including

- The District remains at Performance level zero, which is the highest level achievable.
- Up-date on the Clinical Stream meetings re-structure.
- The District continues to focus on strategies to ensure our workforce has the appropriate skill mix and levels to meet demand.
- A presentation is to be provided to the Board on Workplace Health and Safety. The walk-arounds, early escalation to Executive, Executive Digital Memos (EDMs) from District Executive and General Managers, safety huddles are ongoing. The Board agreed to the request to invite the Manager of Security Services to the next Communications Committee to consider / demonstrate to staff different ways of communication re Work Health and Safety matters.
- The Board will receive reports from the General Manager of the RPA Virtual Hospital.
- The information on the Pitch is to be removed as it was cancelled.
- The District continues to work on ETP performance. Despite the significant increase in activity, there was only a -1.04% decrease in the month of October 2019, to 68.41%, when compared to the same month in the previous year.
- There was a 1.66% increase in surgical admissions in the month of October 2019 when compared to the same month last year. YTD October elective surgery admissions have increased by 2.17% when compared to the same period last year.
- There were 189 more emergency surgeries performed in the month of October 2019 when compared to the same month last year, representing a 17.48% increase
- YTD October 2019 GF Total Expenditure was \$10.832M (1.74%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages (\$1.901M), Overtime (\$1.505M), Annual Leave Provision (\$2.539M), Superannuation (\$0.614M), VMO Payments (\$2.624M), G&S Drugs (\$3.913M), G&S Medical & Surgical Supplies (\$2.642M), G&S Prosthetics (\$2.644M) and RMR (\$1.221m) offset by favourable variances in Other Employee (\$0.785M), G&S Admin (\$6.437M) and G&S Support (\$0.418M). The District continues to look at improving efficiencies.
- All Planning projects are progressing well.
- Sydney Research is progressing well.

Minutes

9.1 Finance and Performance Reports

9.1.1 SLHD Board reporting pack – October 2019

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

9.1.2 Selected Performance Indicators – October 2019

The Board received, read and noted this report.

9.1.3 HealthPathways Dashboard Report

The Board received, read and noted this report.

9.1.4 MoH Board Report for the SLHD – October 2019

The Board noted this report was not available.

9.2 Project updates

9.2.1 Lifehouse

The Chief Executive provided a verbal report.

9.2.2 Macquarie International Private Hospital

The Chief Executive provided a verbal 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) Infection Control

The Board noted this report was not available.

(iii) SLHD Risk Register

The Board received, read and noted this report. An updated report will be provided to the Board in February with the adjusted top ten risks as recommended by the

Risk Committee. The Audit and Risk Committee will receive the updated version at the meeting in March 2020.

9.5 Audit and Risk Committee Report – Period 9 September 2019 – 21 November 2019

The Board received, read and noted this report.

9.6 Facility Reports – October 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 (October - December 2019)

The Board noted this report is due in February 2020.

10. Matters for approval / resolution

10.1 Board Calendar 2020

The Board endorsed the Board calendar for 2020.

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 November 2019.

11.2 Education and Research Committee

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

11.3 Communications Committee

The Board noted the next meeting is to be held on 4 February 2020.

11.4 Audit and Risk Committee

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

11.5 Health Care – Clinical Quality Council

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

11.6 Health Care – Clinical Council

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

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 7 February 2020.

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

The Board noted the meeting to be held on 4 December 2019 was cancelled.

11.9 Aboriginal Health Steering Committee (bi-monthly)

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

12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

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

12.2 Medical and Dental Appointments Advisory Committee

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

12.3 SLHD Targeted Activity and Reporting Systems (STARS)

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

12.4 Surgical Demand Committee (bi-monthly)

The Board noted the next meeting is to be held on 18 December 2019.

12.5 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

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

12.6 NSW Health / SLHD Performance Review Meeting

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

12.7 Organ Donation for Transplantation

The Board noted the meeting held on 26 November 2019 was cancelled.

12.8 Major Procurement, Assets and Imaging Steering Committee

The Board noted the meeting held on 12 November 2019 was cancelled.

Minutes

12.9 Yaralla Estate Community Advisory Committee (bi-monthly)

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

12.10 Concord Hospital Redevelopment Executive Steering Committee

The Board noted the meeting to be held on 20 November 2019 was cancelled.

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

The Board received, read and noted the minutes of the meeting held 5 December 2019.

12.12 Minutes of the District Security Co-ordination Committee

The Board received, read and noted the minutes of the meeting held 13 November 2019.

13. Matters for noting

Nil to report.

14. Other Business

14.1 Sustainability Planning

The Board discussed sustainability initiatives and the effect on health including:

- Increase in patients with respiratory and cardiac presentations
- Include in the agenda for the Board planning day.
- Consider as a topic for the symposium.
- Medication waste
- Impact on the population
- How we reduce and get ready for care provision.

The Board discussed and agreed:

- This should be high on the agenda for the Board Planning Day
- A meeting is to be set with the Public Health Unit, members of the Sustainability Committee and other key executive to discuss key themes for the agenda.

14.2 Board Planning Day

The Board Planning Day is to be held on Monday 17 February 2020. The agenda and paperwork will be provided as available.

Minutes

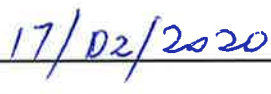
15. Next Meeting

The next meeting is to be held on Monday 17 February 2020 at 9.00am in the Centre for Education Workforce Development at Callan Park.

The meeting closed at 11.30am followed by a Board / District Executive Christmas lunch.



Chair



Date

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

Mental Health Readmissions within 28 days slightly decreased for the month of August to 16.3%, from July result of 17.8%. 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 5.3% for September and 5.4% YTD September, which is below the State rate of 6.0% for both the month and YTD September. Unplanned Emergency Representations (same ED within 48 hours) were 4.2% for the month of October and 4.1% YTD October, which is also below the State rates of 4.7% for the month and 4.6% YTD.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 1.2 per 10,000 bed days for the month of September 2019. There were 0 Central Line Associated Bloodstream (CLAB) infections during September 2019. Ongoing education and training in infection control strategies and CLAB awareness discussions at ICU morbidity and mortality meetings continue.

The District is performing at or better than target for 11 of the 14 reported Hospital Acquired Complications (HACs) for the 12 month period September 18 - August 2019. The remaining 3 HACs are performing within the acceptable tolerance range. Hospital Acquired Neonatal Birth Trauma has a rate of 75.9 per 10,000 episodes, which is slightly higher than than rate of 74.0 for the same period in the previous year. Hospital Acquired Renal Failure has a rate of 2.9 per 10,000 episodes, which a 1.2% improvement for the same period last year. 3rd and 4th degree perineal tear has a rate of 402.8 per 10,000 episodes, which is a significant improvement on the rate of 446.7 for the same period last year.

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 and Allied Health for October 2019 compared to the same period last year by 0.99 and 0.41 respectively due to the significant increase in activity. Premium staff usage has decreased for Nursing for October 2019 compared to the same period last year by -0.91.

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 (2.34%) in the number of separations (15,285) for the month October 2019 when compared to October last year. YTD separations have increased across the District by 2.17% in comparison to last year. In October the District's occupancy rate increased by 4.71%, to 89.42% when compared to the 84.71% in October 2018, reflecting the acuity of patients.

There were 14,799 attendances to the District's Emergency Departments in October 2019, representing an increase of 5.45% when compared to the same month last year. YTD October Emergency Department attendances have increased 6.31% in comparison to the same period last year. YTD October case weighted attendances have increased by 5.47%, 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 -1.04% decrease in the month of October 2019, to 68.41%, when compared to the same month in the previous year. YTD there has been a -1.01% decrease in ETP to 67.88% when compared to the same period in the previous year. YTD October 1,773 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 was slightly below the transfer of care (TOC) target (90%) in October 2019, with 89.55% 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 met target for Triage Categories 1, 2, 4 and 5 for the month of October. The District continues to make improvements in relation to Triage Category 3 performance, which was slightly below target (75%) at 74.04% for the month of October. YTD October 2019 Triage Category 3 performance is above YTD October 2018 by 1.58%.

Elective Surgery

There was a 1.66% increase in surgical admissions in the month of October 2019 when compared to the same month last year. YTD October elective surgery admissions have increased by 2.17% when compared to the same period 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 24.59% decrease in surgical patients not ready for care for the month of October 2019, when compared to the same month last year. This remains an area of focus for the District.

Emergency Surgery

There were 189 more emergency surgeries performed in the month of October 2019 when compared to the same month last year, representing a 17.48% increase. YTD October emergency surgery has increased by 353 cases (7.98%) 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.

Board Report



There has been a 0.6% increase in the number of Hospital in the Home overnight separations in October 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.

| Stream | Target | Actual | Variation | Variation % |
|----------------|--------|--------|-----------|-------------|
| Acute* | 42,922 | 41,917 | - 1,005 | -2.34% |
| ED** | 5,904 | 6,101 | 197 | 3.34% |
| NAP** | 12,271 | 12,480 | 209 | 1.70% |
| SNAP | 3,275 | 3,340 | 65 | 1.98% |
| MH Admit | 4,445 | 4,269 | - 176 | -3.96% |
| MH NAP*** | | | | |
| Total | 68,817 | 68,107 | -710 | -1.03% |
| Dental DWAU*** | | | | |
| Dental NWAU# | | | | |
| Total (NWAU) | | | | |

* 12 uncoded episodes

**NWAU18

***unavailable

NWAU=589/4691*DWAU

Clinical Costing

The final DNR for the full round 23.2 of costing has been endorsed and submitted to the Ministry. The DNR audit program has now commenced, with Internal Audit undertaking the required tests for assurance of reliability and accuracy of data, and appropriateness and compliance with the costing methodology.

REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

Private Health Insurance Usage

For the month of October 2019, 16.97% (2,503 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There was a decrease of 262 (9.48%) patients who elected to use their private insurance compared to the same period last year and an increase of 203 (8.83%) in total separations from previous month.

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

- RPAH – an increase of 139 (12.43%) private patients.

- Concord – an increase of 45 (4.57%) private patients.
- Canterbury Hospital – an increase of 8 (5.16%) private patients.
- IRO – an increase of 2 (7.69%) private patients.
- Balmain Hospital – an increase of 9 (56.25%) private patients.

Single Room Usage

For the month of October 2019, 10.58% of patients were flagged as infection control across the District.

For the month, 23% of all available single rooms were occupied by private patients and 35% of all private patients were accommodated in single rooms.

SLHD Strategic Revenue Network

Key notes:

- General Managers were in attendance at the SLHD Strategic Revenue Network meeting in November 2019.
- Clinician Billing Portal (CBP) continues with the trial and there are now 36 registered users with \$13,357 being raised to date.
- Quality framework is in place and reviewed at the SLHD Strategic Revenue Network meetings.

REDESIGN AND SERVICE IMPROVEMENT

Innovations

- The round of the Pitch to be held on 29 November 2019 was cancelled.

Clinical Redesign: CHR Projects

- Applications to the ACI's Centre for Healthcare Redesign, Graduate Certificate (Clinical Redesign) Program 2020 (first intake) are now open.
 - This 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 Aboriginal Health Steering Committee has been asked to explore potential projects suitable for this program.
 - Applications close on 2 December 2019.
- The "A Joint Effort – Patient Centred Redesign in the Rheumatology Outpatient Services at RPA" Project (CHR 2018 – first intake) is in the process of implementing nine solutions. Progress includes:
 - eReferrals – went live on June 4. The first eReferral was received on 12 July. Eight referrals have been received via eReferral to date.
 - Clinic Huddles – Huddles continue in the weekly biologics clinic
 - Administrative Staff continue to phone patients to remind them of their appointments 24-48 hours in advance. Audits will continue. There has been no surveying of patients or staff to evaluate this initiative.
 - Monthly education sessions for all staff commenced in May. The education sessions are being attended by administrative, allied health and nursing staff.

- Weekly departmental communication is occurring via weekly email newsletter commenced six months ago. It is planned to formally evaluate this initiative with the staff this month. To date departmental meetings have not been commenced.
- The second meeting with facility planner regarding the refurbishment of the Rheumatology Clinic environment was held on 19 June. Draft plans have recently been distributed for comment.
- Templates for No Show letters for patients and their referring doctors have been completed and approved. These letters were uploaded onto eMR on October 28 2019 and are being sent out for patients who do not attend for their appointments and to their referring GPs.
- Nurse led outpatient clinics were planned to commence in September. This has been delayed due to the lack of space in clinic for the nurse.
- It is planned for the 'A Joint Effort' Project team to be presented at the PFCC Services meeting .

Other projects

- Palliative Care Services Co-designed Model of Care Review
 - The co-redesign model of care review report has been updated to include feedback from both Palliative Care Heads of Departments at RPAH and CRGH.
 - Key feedback from Lifehouse representatives has also been included.
 - A meeting with CE, SLHD and CE, Lifehouse will be held to discuss the recommendations of the report moving forward.
- Whole of Health (WoH) Services Mapping for SLHD
 - A workshop to discuss sequencing of WoH priorities occur on 29 October 2019.
 - A number of key priorities were identified and voted by more than 45 participants.
 - The outcomes and findings from this workshop will be presented to the WoH Steering Committee at the next meeting.

Accelerating Implementation Methodology (AIM):

- The November AIM course was a success with a total of 17 participants and positive feedback received.
- The next 2 day AIM training course is scheduled on 20-21 February 2020.

HealthPathways

Content development

- Urology workgroup planned for early February 2020, deferred from December 2019 due to scheduling difficulties across the SLHD Urology staff and General Practice participants.

Content currently in Development:

- **Neurology** (multiple pathways in development)
- **Neurosurgery** (Awaiting Service sign off)
- **Social determinates assessment and support resources** (Awaiting technical writing and formatting)
- **International student health** (Multi-sectorial development focussing on assessment and service provision)

Program updates

This month saw the publication of the 800th locally relevant clinical pathway and referral page.

Board Report

Sydney is the first Australian region to achieve this number and leaves only the original 3 NZ sites with more content ahead of them. The month also saw the milestone of 300 full reviews being completed. This achievement is particularly pleasing to the team based on the exacting process we have developed for our periodic pathway review process, which is now being adopted by other HP regions.

Usage of HealthPathways

Provisional November 2019 (1st – 17th) usage figures remain on par with October 2019. Both months have shown a slight increase from September 2019. User sessions are now tracking at 30.61 per 1000 of our census population for the last 90 days. This is an overall increase of 14.74 sessions per 1000 of our census population from three years earlier.

| | November 1 – 17 2019 | October | September 2019 | November 1 – 17 2018 |
|-------------------|-------------------------|---------|-------------------|-------------------------|
| Users | 718 | 1018 | 938 | 779 |
| Sessions of use | 3,054 | 5,446 | 5,025 | 3,114 |
| Unique Page Views | 8,991 | 15,631 | 14,255 | 9,253 |
| Total Page Views | 11,184 | 19,465 | 17,761 | 12,072 |

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 30 September 2019 based on the District's budgeted NCoS.

For the month of October 2019, Sydney Local Health District (**SLHD**) General Fund (GF) Expenditure was \$1.079M (0.70%) favourable to budget. YTD October 2019 GF Expenditure was \$10.832M (1.74%) unfavourable to budget. YTD October 2019 Expenditure increased significantly (by \$46.443M or 7.91%) compared to YTD October 2018. The average monthly expense rate increased from \$145.289M from July 2018 to March 2019 to \$156.819M from April to June 2019 to an average of \$158.403M YTD October 2019. Continued increase in FTE numbers is contributing to these results.

GF Revenue was \$0.160M (0.09%) favourable to budget for the month and \$1.532M (0.24%) unfavourable to YTD October 2019 budget. For the period ended 31 October 2019, the District's GF NCoS was \$12.364M 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 2019/20 financial year despite the continued challenges that are facing the District. To achieve 2019/20 NCoS target 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 four months of 2019/20 financial year.

The major variances for the month were:

Expenditure

- For the month of October 2019, GF Total Expenditure was \$1.079M (0.70%) favourable to budget, reflecting favourable results for Salaries & Wages (\$1.141M), Overtime (\$0.531M), Other Employee (\$0.191M), Superannuation (\$0.632M), G&S Admin (\$1.294M) and G&S

Support (\$0.276M) offset by unfavourable results for Annual Leave Provision (\$1.024M), VMO Payments (\$0.718M) and G&S Clinical Operating (\$1.012M).

- YTD October 2019 GF Total Expenditure was \$10.832M (1.74%) unfavourable to budget. This result reflects unfavourable results for Salaries & Wages (\$1.901M), Overtime (\$1.505M), Annual Leave Provision (\$2.539M), Superannuation (\$0.614M), VMO Payments (\$2.624M), G&S Drugs (\$3.913M), G&S Medical & Surgical Supplies (\$2.642M), G&S Prosthetics (\$2.644M) and RMR (\$1.221M) offset by favourable variances in Other Employee (\$0.785M), G&S Admin (\$6.437M) and G&S Support (\$0.418M).

Revenue

- GF Total Revenue was \$0.160M (0.09%) favourable to budget for the month of October 2019. The result for the month reflects unfavourable variances for Patient Fees (\$0.188M), Facility Fees (\$0.298M), Rent Income (\$0.129M) and Doubtful Debts (\$0.461M) offset by favourable variances in High Cost Drugs (\$0.567M).
- YTD October 2019 GF Total Revenue was \$1.532M (0.24%) unfavourable to budget. The unfavourable YTD result reflects mainly unfavourable variances in Patient Fees (\$1.515M), Grants & Contribution (\$0.172M), Rent Income (\$0.474M) and Doubtful Debts (\$1.823M) offset by favourable variances in User Charges (\$2.719M).

SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$1.663M favourable to budget for the month of October 2019 and \$1.696M unfavourable to budget for YTD October 2019. This YTD result reflects a favourable budget variance for Expenditure (\$3.035M) offset by an unfavourable budget variance for Revenue (\$1.372M).

CONSOLIDATED RESULT

For the period ended 31 October 2019, the consolidated YTD NCoS result for the General Fund and SP&T was \$14.086M unfavourable to budget. The result comprises unfavourable variances for Expenditure (\$11.962M), Own Source Revenue (\$0.257M) and Doubtful Debts (\$1.823M).

FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

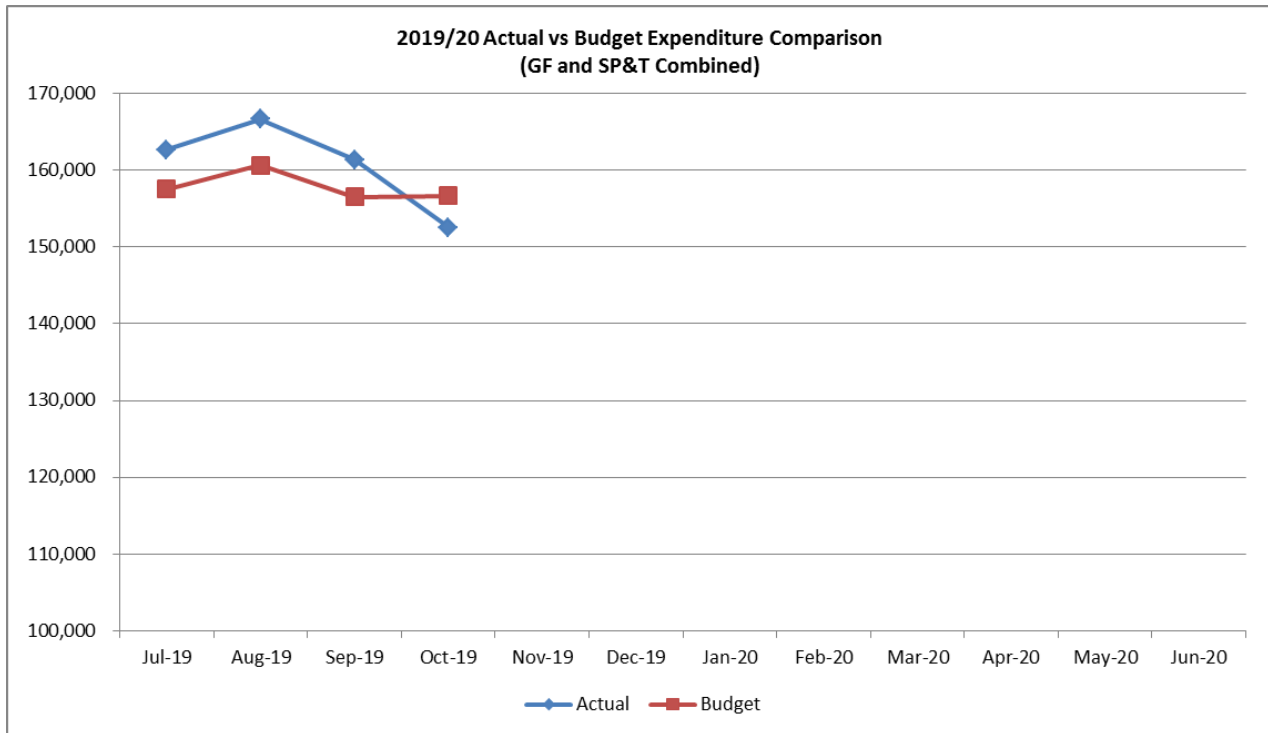
For the period ended 31 October 2019, SLHD recorded a Total Net Result of -\$23.172M (Note that Total Revenue was higher than Total Expenditure for YTD October 2019) which was \$14.005M (38%) unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD October 2019 was \$12.373M unfavourable to budget, reflecting unfavourable budget variances in Revenue (\$0.176M) and Expenditure (\$12.198M).

For the month of October 2019, Total Direct Revenue was \$0.716M unfavourable to budget, comprising an unfavourable variance for the SP&T Fund (\$1.382M) offset by a favourable variance for the General Fund (\$0.665M). YTD Total Direct Revenue was \$0.176M unfavourable to budget, comprising favourable variance for the General Fund (\$0.336M) and unfavourable variance for the SP&T Fund (\$0.512M). 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 \$0.916M favourable to budget for the month of October 2019, comprising a favourable result for the General Fund (\$1.195M) and an unfavourable result for the SP&T Fund (\$0.279M). YTD Total Direct Expenditure was \$12.198M unfavourable to budget, comprising \$10.637M unfavourable variance for the General Fund and a \$1.561M unfavourable variance for the SP&T Fund. The YTD result for the General Fund reflects unfavourable variances in Salaries & Wages (\$1.901M), Overtime (\$1.505M), On-costs (\$2.368M), VMOs (\$2.624M) and Direct Clinical Operating (\$9.158M) offset by favourable results for G&S Corporate & Operational Admin (\$6.437M) and G&S Supporting Services & Utilities (\$0.418M).

MONTHLY BUDGET PERFORMANCE

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



LIQUIDITY

The District achieved 98% compliance for payment of small vendor creditors within 20 days for the month of October 2019 against the NSW Government 80% target.

The cash balance at 31 October 2019 for the SLHD Operating bank account was \$19.951M and the Operating Cash book balance was \$19.779M.

CAPITAL WORKS – SMRS PROJECTS

As at 31 October 2019 the District's Full Year Capital works budget relating to SMRS Projects is \$39.095M comprising \$15.090M of MoH funded and \$24.005M of locally funded projects.

Actual expenditure as at the end of October 2019 was \$6.657M which is \$1.060M over budget. The amount of \$1.060M mainly reflects the year-to-date expenditure for Respiratory Laboratory and Renal dialysis Relocation projects which have not yet been assigned budgets. Budget approval and allocations are still in progress and are expected to be effected in November 2019.

OTHER CAPITAL PROJECTS

As at the end of October 2019, the District has expended an amount of \$0.119M relating to Balmain Hospital Lift Controller Upgrade and Energy Efficiency Upgrade for Croydon and Redfern Community Health Centres. The total expenditure of \$0.119M was sourced from the General Fund.

CAPITAL WORKS

RPA

Building 63 RPU

Mechanical and electrical documentation is almost complete. A clean room product review has been undertaken and final drawings and specifications have gone to tender with quotes expected to be received in mid-November. Structural information for hot cells has also been received.

NICU Equipment Store

Store room works are complete and joinery is expected to be complete by late November.

Endoscopy – Creation of a centralised endoscopy reprocessing area

Demolition, wall partitioning, service rough in and wall sheeting are all complete. Framing is underway.

Concord

Building 34-JMO's Relocation

BBQ has been installed and all services are connected. Project is complete.

Building 75 – Fussell House

Level 1 communication room is complete and communication equipment installation is underway. Noggin and plasterboard installation and level 1 bathroom drainage has commenced.

Oncology Modular Accommodation

Wall partitioning, electrical and hydraulic rough in are complete. Mechanical service installation are also complete and awaiting fit-off. Sheeting is complete and setting is underway.

Building 3 - MADU relocation

Painting is complete and defects have been rectified. Project is complete.

Canterbury Hospital

ED Expansion

First floor formwork and floor post tensioning works are complete. Fire stairs and 1st floor slab has been poured.

Arthritis Clinic

Framing, mechanical, electrical and hydraulic roughs are complete. Wall sheeting is also completed and setting has commenced.

PLANNING

RPA Clinical Services Plan

- The draft RPA Clinical Services Plan (RPA CSP) has now been issued to the Ministry of Health for comment.
- A presentation on the draft CSP was provided to consultants engaged to work on the Camperdown Health and Education Research Precinct.

- Meetings have been held with RPA senior nursing staff and social work staff to further examine the feasibility of the concept of the RPA Medi-Hotel and RPA Patient Accommodation. A draft survey has been produced which aims to establish a base for the likely numbers of patients and relatives using such a facility and the type of health issues and needs of the users. The survey will be conducted in the first quarter of 2020.
- Meetings have been held with the CE of the Metropolitan Local Aboriginal Land Council to discuss the CSP and the Aboriginal Health Impact Statement.
- A major consultation with the Aboriginal and Torres Strait Island community has been scheduled for March, 2020. This consultation will report on actions since the November 2018 consultation and discuss issues related to the RPA redevelopment to ensure full community input to the planning and development.

Camperdown-Ultimo Collaboration Alliance

- The District has provided significant commentary on draft studies related to the Camperdown-Ultimo Alliance's Land use study, being undertaken by SGS Economics to examine and report on the opportunities for industry engagement.
- The Planning Unit is working with the manager of the Collaboration Alliance and Sydney Research to progress the Collaboration priority related to supporting research -relevant industry partnerships in the precinct.

Central Station Redevelopment

The Planning Unit has co-ordinated the District response to the Central Station draft Strategic Vision. In general the vision was supported, with a view that a stronger public health emphasis would enhance the Vision.

Greater Sydney Commission – Local Strategic Planning Statements

The Planning Unit has attended sessions conducted by the Greater Sydney Commission (GCS) to support health input to Local Government Strategic Planning Statements.

Concord Clinical Services Plan (CSP) – Stage 2

The Planning Unit is developing a Status Report to inform the further work required to complete the Concord Clinical Services Plan in accordance with new Ministry of Health requirements.

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. Both Dr McMullan and Dr Michelle Barakat-Johnson for the 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, and are working closely with Sydney Research and the OHMR with regards to changes to their approved application.

LHDs have been advised that TRGS Round 5 priorities are in the process of being approved and this information is expected to be circulated early December. A workshop for TRGS Co-ordinators is planned for January 2020 just prior to circulation of the EOI for Round 5.

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

The Embedding Quality Research into Local Health Districts Steering Committee met on 22 November 2019 and endorsed the project plan developed by the Working Group. The Steering Committee has prioritised the project plan objectives as follows:

1. National Clinical Trials Governance Framework

Prepare all LHDs, LHNs and SHNs for the ACQQHC National Clinical Trials Governance Framework and clinical trial accreditation scheme commencing in 2020

2. Clinical Trial workforce development

Develop a suite of standardised role descriptions for clinical trial study coordinators and research nurses

3. Clinical Trial Management Systems (CTMS)

Prepare an inventory of clinical trial financial management systems usages in the Districts and Networks.

4. Clinical Trial consumer and GP engagement

In partnership with OHMR, develop and pilot consumer toolkits based on the Australian Government's *Helping Our Health* campaign to engage more consumers in clinical trials across all Districts and Networks.

Patient Family Centred Care (PFCC) Research Working Group

Reviewers from the *Australian Health Review* have provided feedback on the Consumer and Community Engagement manuscript submitted for consideration. The authors have now revised the manuscript and will re-submit.

The PFCC Research Working Group continue to work on the focus strategy to improve and engage consumers in research across the SLHD with a digital communications campaign titled '#Whywedoresearch'.

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 Chairs and members of Platforms 1, 2 and 5 working groups attended a second combined workshop on Friday 22 November 2019 to further discuss the collaborative project around the cellulitis theme.
- Platform 2 has identified another project on the subject of mental health in surgery, which it will pursue concurrently with the cellulitis project.
- A report was released as part of the Governance Review of SHP and it will soon be developed into an action plan which Sydney Research will work closely with SHP in implementing.
- Sydney Research coordinated a meeting with SHP, the Office for Health and Medical Research and the Clinical Trials Centre, USyd to discuss progressing the 'Encouraging More Clinical Trials in Australia' project. SHP have been awarded \$477K to deliver project milestones. Discussions regarding operational management of this project are ongoing.

- 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. A website development company has now been contracted to this piece of work.
- 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.

Biodesign

The final four weeks of Biodesign 2019 have included presentations on financing and non-dilutive funding, investment funding, invention disclosure documentation and proposition pitching. All teams are currently fine tuning their last pitches and reports with the final pitch night scheduled for 27 November 2019. The Pitch night will be held at The Courtyard Café Bar and Restaurant, The University of Sydney from 4:30-7pm. Executive Director, Sydney Research Adj Assoc Professor Vicki Taylor will sit on the judging panel for the Pitch night.

Franklin Women

The Franklin Women Mentoring Program: Program Debrief and Grand Finale Celebration was held 7 November 2019 at the University of Technology Sydney. This is the first year the Sydney Local Health District has been an academic partner of the program with Prof Shilpi Anjwani as a mentor and Dr Rebekah Ahmed as a mentee within the program. Sydney Research are the primary contact for this program and will work with this year's mentor/mentee to develop a presentation for the executive team on their experience of the program. This will provide an opportunity to encourage participants for the 2020 program.

The final Franklin Women 'In Conversation' series event for 2019 held on 22 November, titled 'In Conversation with Jenny Martin', (Deputy Vice-Chancellor Research and Innovation at the University of Wollongong) is to be a relaxed interview with journalist Meredith Griffiths where Jenny will reflect on her career as a structural biologist and group leader to Director of the Griffith Institute for Drug Discovery, and now her current role. Ms Cici Sun and Ms Ting Wang were nominated by Mr Ross Sinclair after an EOI was circulated to the Executive Team requesting for nominations of staff to attend on behalf of the LHD - who are provided two tickets to each event as part of the Academic Partner membership benefits.

Precinct Planning

The first visioning workshop for the Camperdown Health and Education Precinct (CHERP) was held on 1 November 2019. Bringing together clinicians, tertiary education, industry, government agency partners and the appointed RPAH re-development architects the workshop sought to explore and share innovative solutions to build on the existing excellent clinical, research and education opportunities. There will be further workshops and the Steering Committee will be responsible for leading and progressing ideas into a strategy and future plans.

Sydney Research continue to have representation on the Camperdown Ultimo (CU) Alliance Meeting Group and support the land-use study across the Camperdown-Ultimo area. Debra Berkhout of the CU Alliance and Monica Barone, CEO, City of Sydney presented an update on the CU Alliance strategy to Sydney Research Council Members on 29 October 2019. Since this time, Sydney Research have worked with Deb Berkhout to develop a survey which will assist in identifying key industry partners both in and outside of the precinct area to understand the barriers and draw cards to being located in the precinct area.

Ernst & Young have been jointly engaged by the SLHD, University of Sydney and Ministry of Health to assist in developing an investment strategy to present to the NSW Secretary Health and Minister for Health and Medical Research. The investment strategy was presented to the Secretary NSW Health on 18 November 2019 who is supportive of the strategy progressing to a meeting with the Minister for Health and Medical Research in early December 2019.

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. A full day workshop will be held on 12 December 2019 to progress the Acceleration Platform
- 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.
 - Signature of the Digital health Research Co-operative as a core participant
 - The Royal Prince Alfred Immune Effector Cell Quality Service Steering Committee
- Sydney Research attended a number of events representing Sydney Research and/or SLHD including:
 - CHERP Visioning Workshop held 1 November 2019
 - SLHD Telehealth Think Tank 12 November 2019
 - The SLHD Annual General Meeting 13 November 2019
 - CEDA Annual Lunch
 - SLHD Nursing and Midwifery Research Symposium 15 November 2019
 - 8th Annual NHMRC Symposium on Research Translation 19-20 November 2019 held in Melbourne
 - Biodesign Course Coda – 27 November 2019
- 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 and as released is concurrently tweeted.
- 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 705 subscribers.
- @SydneyResearch currently has 870 followers on Twitter.

Dr Tim Sinclair

Acting Chief Executive
Date: 17 December 2019