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## Sydney Local Health District

### Meeting One Hundred and Ten of the Board

Date: Monday 17 May 2021  
Time: 9.30am -11.30am  
Venue: 1 Figtree Drive, Sydney Olympic Park (Mass Vaccination Centre)  
Chair: Ms Victoria Weekes, Acting Chair

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#### 1. Present and apologies

Ms Victoria Weekes, Acting Chair  
Dr Thomas Karplus, Member  
Ms Ronwyn North, Member  
Ms Frances O'Brien, Member  
Dr Mary Haines, Member  
Ms Kerry-Anne Hartman, Member  
Mr Richard Acheson, Member  
A/Professor Christine Giles, Member  
Dr Teresa Anderson, AM, Chief Executive (9.30am to 9.55)

#### Apologies

Professor Paul Torzillo AM, Member  
Mr David McLean, Member

#### In attendance

Ms Nerida Bransby, Secretariat  
Dr Tim Sinclair, Executive Director of Operations, SLHD (Departed 10.20am)  
Dr Alicja Smiech, Chair, Medical Staff Executive Council (Departed 10.20am)  
Mr Tarik Hrle, Graduate Health Management Program Trainee (Departed 10.20am)  
Ms Susan Pearce, Deputy Secretary and SHEAO Controller MoH (11.20am -11.23am)

#### 2. Welcome and introductions

The Chair acknowledged the traditional owners of the land and welcomed members and guests to meeting one hundred and ten 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.

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

# Minutes

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## 4. Confirmation of previous minutes

### 4.1 Minutes of the previous meeting held 19 April 2021

The minutes of the Board Meeting held on Monday 19 April 2021 were moved and seconded as a true and accurate record of the meeting.

The Chair signed the minutes.

### 4.2 CE Report – April 2021

The Chair declared that the CE Report for April 2021 was ready for publication.

### **Presentations:**

**Nil Presentations at this meeting.**

## 5. Matters arising from the previous minutes

### 5.1 Action sheet

The Board received and discussed the action list including:

- The Board Self-Assessment Survey outcomes was circulated to the Board Members. A summary of these discussions will be provided to the Board. This agenda item can be removed from the action sheet.
- The paper relating to the District's Risk Management Plan for Quarantine Hotels is being updated and will be provided at a future meeting.
- The Governance Structure for the Quarantine Hotels is working well.

### 5.2 Brief – Vaccination Adverse Reactions

This report was received, read and noted. This agenda item can be removed from the action list.

## 6. Patient Story

This agenda item was deferred.

## 7. Standing Items

### 7.1 Acronyms List

The Board received and noted this list.

### 7.2 Financial Classification Codes

The Board received and noted this list.

### 7.3 Board Calendar 2021

The Board received and noted the Board Calendar for 2021.

## 8. Chair's Report

There has been no further update on the new Board Chair and Directors. The District will hold one event to welcome the new members and farewell the previous members

## 9. Chief Executive's report

The Board received and discussed the Chief Executive's Report including:

- According to the Ministry of Health Framework, the District remains at performance level zero, which is the highest level achievable.
- There were no RCAs overdue for the month of February 2021.
- There were 14,316 attendances to the District's Emergency Departments in March 2021, which is a 29.26% decrease from 20,238 when compared to the same month last year. The March 2020 presentations were inclusive of COVID testing, which was undertaken in the emergency departments at that time. The Board discussed and agreed to measure and report on performance for the COVID Clinic Patients, Long term COVID year average.
- There were 196 more emergency surgeries performed in the month of March 2021 when compared to the same month last year, representing a 16.57% increase. This is due to late stage presentations.
- The District is working with the surgeons to bring private patients back.
- For the period ended 31 March 2021, GF Expenditure was \$62.96M (3.99%) unfavourable to budget after receiving \$208.646M COVID-19 Stimulus Budget. The unfavourable result is primarily due to the timing of the COVID-19 expense adjustment of \$51.559M for Elective Surgery, Clinics and Screening, COVID-19 Wards, Pathology testing, Special Health Accommodation, Cleaning, PPE, Contact Tracing and SHEOC. Expenditure will be on budget.
- The District is able to demonstrate the supplementation funding for COVID patients at RPAH and CRGH.
- The MoH is reviewing the revenue target for the District.
- The District has received capital works funding for Canterbury Hospital Stage 0. The District is in the process of recruiting a project officer.
- ICON will move into the site following the refurbishment. The PET will follow logistically.
- There are no concerns regarding the Future Health Plan to 2031.
- The District has demonstrated the need for clinician input for procurement to attain a better price.
- The information on Sydney Research was noted.
- The updated information on COVID-19 was noted.
- Feedback on the mass vaccination hub has been very positive.

## 9.1 Finance and Performance Reports

### 9.1.1 SLHD Board reporting pack – March 2021

The Board received, read and noted the SLHD Board Reporting Pack for March 2021.

### 9.1.2 Selected Performance Indicators – March 2021

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

The Board noted this report was not available.

### 9.1.5 HAC Committee Report

The Board received, read and noted this report.

## 9.2 Project updates

### 9.2.1 Lifehouse

The Board received, read and noted the report.

### 9.2.2 Macquarie International Private Hospital

The Board received, read and noted the 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 noted this report for the period January 2021 – March 2021 is due in June 2021.

### (ii) Privacy Matters

The Board received, read and noted this report.

- (iii) SLHD Risk Register

The Board noted this report is due in June 2021.

## 9.5 Audit and Risk Committee Report (period 1 December 2020 - 11 March 2021)

The Board noted this report for the period - 15 March 2021 – 11 June 2021 is due in June 2021.

## 9.6 Facility Reports – March 2021

- (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) RPA Virtual Hospital

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

(xi) SLHD Special Health Accommodation

The Board received, read and noted this very comprehensive report.

(xii) Tresillian

The Board received, read and noted the Tresillian report.

(xiii) Lifehouse

The Board received, read and noted the Lifehouse report.

(xiv) Public Health Unit

The Board received, read and noted this report.

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

The Board received, read and noted this report.

(xvi) Croydon / Marrickville / Redfern Community Health

The Board received, read and noted this report.

## 10. Matters for approval / resolution

Nil to report

## 11. Board Committee reports / minutes

### 11.1 Finance, Risk and Performance Management Committee

The Board received, read and noted the minutes of the meeting held on 19 April 2021.

### 11.2 Education and Research Committee

The Board noted the next meeting is on 17 May 2021.

### 11.3 Communications Committee

The Board noted the next meeting is on 1 June 2021.

### 11.4 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 16 April 2021.

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11.5 Health Care – Clinical Quality Council

The Board received, read and noted minutes of the meeting held on 28 April 2021.

11.6 Health Care – Clinical Council

The Board noted the next meeting is to be held on 26 May 2021.

11.7 Medical Staff Executive Council

The Board noted the next meeting is to be held on 4 June 2021.

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

The Board noted the meeting held on 5 May 2021 was cancelled.

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 25 May 2021.

11.10 Organ Donation for Transplant – Quarterly Report  
(January 2021 – March 2021)

The Board received, read and noted this report for the period January 2021 – March 2021.

## 12. Other Committee reports / minutes

12.1 Sustainability Committee (bi-monthly)

The Board, noted the meeting to be held on 9 April 2021 was cancelled.

12.2 Medical and Dental Appointments Advisory Committee

The Board received, read and noted the minutes of the meeting held on 9 March 2021.

12.3 Surgical Demand Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 21 April 2021.

12.4 Finance Leaders Forum (previously Revenue Enhancement Development Committee)

The Board received, read and noted the minutes of the meeting held on 17 March 2021.

12.5 NSW Health / SLHD Performance Review Meeting

The Board noted the next meeting is to be held on 27 May 2021.

12.6 Organ Donation for Transplantation

The Board received, read and noted the minutes of the meeting held on 27 April 2021.

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## 12.7 Major Procurement, Assets and Imaging Steering Committee

The Board received, read and noted the minutes of the meeting held on 13 April 2021.

## 12.8 Yaralla Estate Community Advisory Committee (bi-monthly)

The Board noted the minutes of the meeting held on 20 April 2021 were not available.

## 12.9 Concord Hospital Redevelopment Executive Steering Committee

The Board noted the minutes of the meeting held on 21 April 2021 were not available.

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

The Board noted the next meeting is to be held on 3 June 2021.

## 12.11 Security and Violence Prevention Committee

The Board received, read and noted the minutes of the meeting held on 24 March 2021.

## 13. Matters for noting

### 13.1 Financial Statements Early Close March 2021

The Board received, read and noted the financial statements.

### 13.2 Report - Board Planning Day 22 March 2021

The Board received, read and noted the minutes and the SLHD Board Priorities and Plan for 2121-2022 from the Planning Day held on 22 March 2021. Following discussion the Board agreed:

- Priority 1 - Need to include “engagement” where applicable
- Priority 2 - Action 2.1 - Need to include “employee wellbeing”
- Priority 3 - Need to include “ Health and Wellbeing” where applicable
- Priority 5 - Need to strengthen the actions in order to have an impact on the goal to “shift the balance and strengthen primary, ambulatory and home care.”
- Priority 6 - Need to strengthen the actions - little things happening - need to pick one or two things for example: step down beds or preventing hospital admissions for those over 65 years of age.
- Priority 11 – Strengthen to include SLHD as a Research precinct. The Biomedical Accelerator is progressing well.

### 13.3 Letter - Use of Concord Contingency Funds

The Board received, read and noted this report.

## 14. Other Business

### 14.1 Board Performance Review - for discussion



The Board received, read and noted these documents circulated by email.

14.2 Thank you to the SLHD

Ms Pearce briefly attended the meeting to congratulate the SLHD Staff for their work on the exceptional, breathtaking Vaccination Hub, noting its importance in providing vaccinations at a large scale and the challenges without such a wonderful Hub.

14.3 Executive Director of Operations

The Board thanked Dr Sinclair for his 16 years of service at the SLHD and offered their best wishes for the future.

**15. Next Meeting**

The next meeting will be held on Monday 21 June 2021 at 9.30am.

The Chief Executive briefed the Board on the Vaccination Hub prior to the tour.

The meeting closed at 11.30am.



\_\_\_\_\_  
Chair

22 June 2021 \_\_\_\_\_  
Date

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**Chief Executive's Report to the Finance, Risk and Performance Management Committee and the SLHD Board  
May 2021**

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## **PERFORMANCE**

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

### **Safety and Quality**

Despite the significant demands placed on staff due to the COVID-19 response, SLHD continues to maintain the quality and safety of our services.

There were no RCAs overdue during the month of February.

Mental Health Readmissions within 28 days have decreased for the month of January 2021 to 13.3% in comparison to 16.3% for the same period in the previous 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 4.9% for the month and 5.2% YTD February, which is slightly below the State rate of 5.6% for the month and 5.7% YTD February. Unplanned Emergency Representations (same ED within 48 hours) were 3.9% for the month and 4.6% YTD March 2021, which is equal to the State rate of 4.6% for the month and slightly above the state rate of 4.4% for YTD March 2021.

The District remains under the benchmark (2.0/10,000 bed days) for Staphylococcus Aureus Bloodstream Infections (SABSI) with a result of 0.2 per 10,000 bed days for the month of February 2021, representing an improvement compared to December 2020 (1.2/10,000 bed days). There was 0 Central Line Associated Bloodstream (CLAB) infections during February 2021. 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 within benchmark for 11 of the reported Hospital Acquired Complications (HACs) for the 12 month period February 2020 – January 2021. 3 HACs are underperforming.

Fall related injuries has a rate of 7.0 per 10,000 episodes, which is slightly above the target of 5.7. For the 12 month rolling period of February 2020 – January 2021. This represents an increase of 14 falls when compared to the same period in the previous year.

Hospital acquired endocrine complications has a rate of 39.3 per 10,000 episodes, with a target of 29.7. For the 12 month rolling period of February 2020 – January 2021. This represents an decrease of 5 instances of hospital acquired endocrine complications when compared to the same period in the previous year.

Hospital acquired birth trauma has a rate of 119.7 per 10,000 episodes, against a target of 98.8. For the 12 month rolling period of February 2020 – January 2021. This represents an increase of 9 instances of birth trauma when compared to the same period in the previous year.

3<sup>rd</sup> and 4<sup>th</sup> degree perineal lacerations has a rate of 364.2 per 10,000 on a target of 384.1. For the 12 month rolling period of February 2020 – January 2021. This represents a decrease of 29 instances of perineal lacerations when compared to the same period in the previous year.

Work continues to improve the District's performance in relation to all HACs, with facilities/services providing monthly updates to their HAC Action Plans, which is overseen by the SLHD HAC Steering Committee. District HAC Operational Coordinators and Clinical Leads for each of the HACs have been appointed to further support facilities and services in the development of strategies to reduce HACs District wide.

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 decreased for Medical for March 2021 when compared to the same period last year by -0.15. Premium staff usage has increased for Nursing and Allied Health for March 2021 compared to the same period last year by 4.93 and 0.94 respectively.

The District is continuing to work with the NSW Health Workforce branch to ensure its workforce surge plans are in place for an escalation in the COVID-19 response. There is ongoing focus on specific workforce escalation plans that will ensure alignment to current and ongoing work within the SHEOC. One of the current focuses is on increasing the deployment of nursing, medical and administration staff to support the COVID-19 Vaccination Program in NSW and in particular the opening of the NSW Health Vaccination Centre at Sydney Olympic Park in May 2021.

## **Activity**

There was an increase of 14.59% in the number of separations (14,958) for the month of March 2021 when compared to the same period last year. YTD March separations have decreased by 5.05% which is an improvement on last month. The decrease is as a result of the decrease in elective surgery and reduced inpatient activity associated with COVID-19. In March 2021, the District's occupancy rate increased by 10.14%, to 91.29% when compared to the 81.14% in March 2020.

There were 14,316 attendances to the District's Emergency Departments in March 2021, which is a 29.26% decrease from 20,238 when compared to the same month last year. The March 2020 presentations were inclusive of COVID testing, which was undertaken in the emergency departments at that time. YTD Emergency Department attendances have decreased by 13.03% to 120,181, when compared to the same period in the previous year. YTD March case weighted attendances have decreased by 16.93%, when compared to the previous year. The District is investigating the impacts of COVID-19 on the reduction of Emergency Department presentations in partnership with the George Institute.

## **Emergency Treatment Performance (ETP) (formerly NEAT)**

The District continues to work on ETP performance. There was a 10.79% decrease in ETP in the month of March 2021, to 67.15%, when compared to the same month in the previous year. YTD March there has been a decrease (1.34%) in ETP to 68.37%. Admitted ETP was below target (50%) for the month at 45.83%, which is a 3.28% increase on the same period in the previous year.

## **Transfer of Care**

The District is performing below the transfer of care (TOC) target (90%) for March 2021, with 86.47% of all patients transferred from ambulance to our emergency departments in 30 minutes or less. RPA continues to be impacted by the transfer of patients from the Quarantine Hotels.

## **ED Triage**

The District continues to perform well in relation to the triage targets and achieved triage Categories 1, 4 and 5 for the month of March. Triage Categories 2 and 3 performance continues to exceed the

previous targets, however below the revised targets at 87.95% (target 95%) and 79.28% (target 85%) respectively. RPA continues to be impacted by the transfer of patients from the Quarantine program.

## **Elective Surgery**

There were 660 more elective surgeries performed in March 2021 when compared to the same period in the previous year, representing an increase of 32.13%.

For the month of March, 100% of Category A, 99.55% of Category B, and 97.27% of Category C elective surgery patients were admitted within the clinically appropriate timeframe for their surgery. The District has plans in place to catch up on the backlog of surgery resulting from the cessation of all non-urgent surgery in response to COVID 19. YTD March there has been an 20.47% (270) decrease in surgical patients not ready for care, when compared to the same period last year.

Collaborative care arrangements are continuing supplement capacity and working well with Chris O'Brien Lifehouse, The Mater Private, North Shore Private, Sydney Day Surgery, Sydney Adventist Hospital, Strathfield Private, Chatswood Private, St Luke's Private, Westmead Private, East Sydney Private and Genea. The District has completed over 3,500 procedures under these collaborative care arrangements

In addition, the District has increased surgical capacity from October 2020 to reduce the elective surgical back log 'Surgical Bubble' at Institute of Rheumatology of Orthopaedics, Canterbury and Concord Hospitals. The District has completed over 200 procedures internally to ensure compliance with Elective Surgery Access Performance and on track to achieve triple zero (0,0,0) ESAP by April 2021. The District has also assisted Hunter New England Local Health District and Western NSW Local Health District with their elective surgery patients.

## **Emergency Surgery**

There were 196 more emergency surgeries performed in the month of March 2021 when compared to the same month last year, representing a 16.57% increase.

## **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 39.5% decrease in the number of Hospital in the Home overnight separations in March in comparison to the same month last year, due to the impact of COVID-19. This has been replaced by an increase in virtual health care.

## NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

### NWAU Activity against Target

Despite the impact of COVID-19, the District continues to perform well in relation to the NWAU activity against target, with a 25.30% variance for YTD March, excluding Dental.

Stream	Target	Actual	Variation	Variation %
Acute*	121,828	116,795	- 5,033	-4.13%
ED	17,996	17,091	- 905	-5.03%
NAP**	34,701	95,479	60,777	175.14%
SNAP***	9,549	8,419	- 1,130	-11.84%
MH Admit^	13,499	13,119	- 380	-2.82%
MH NAP	13,499	13,581	82	0.61%
<b>Total</b>	<b>211,073</b>	<b>264,484</b>	<b>53,411</b>	<b>25.30%</b>
Dental DWAU	46,428	46,370	- 58	-0.12%
Dental NWAU#	5,829	5,822	- 7	-0.12%
<b>Total (NWAU)</b>	<b>216,902</b>	<b>270,306</b>	<b>53,404</b>	<b>24.62%</b>

\* 919 uncoded episodes

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

\*\*\*130 ungrouped episodes

^ 6 uncoded episodes

# NWAU=589/4691\*DWAU

## REVENUE ENHANCEMENT DEVELOPMENT COMMITTEE

### Private Health Insurance Usage

For the month of March 2021, 15.98% (2,310 separations) of all patients discharged by SLHD facilities were classified as privately insured.

There was an increase of 249 (10.85%) patients who elected to use their private insurance compared to the same period last year and an increase of 244 (10.63%) in total separations from previous month.

For the month ended March 2021 conversions for facilities as compared to the same period last year were:

- RPAH – an increase of 109 (10.37%) private patients.
- Concord – an increase of 91 (10.38%) private patients.
- Canterbury Hospital – an increase of 45 (48.87%) private patients.
- IRO – a decrease of 1 (0.04%) of private patients.
- Balmain Hospital – an increase of 5 (35.71%) private patients.

### Single Room Usage

For the month of March 2021, 8.70% of patients were flagged as infection control across the District. For the month, 20% of all available single rooms were occupied by private patients and 34% of all private patients were accommodated in single rooms.

### SLHD Strategic Revenue Network

Key notes:

- SLHD Strategic Revenue Network meeting was held in March 2021. The rollout of the new financial class was discussed. A working group has been established to ensure progression and to discuss any impacts to processes. Each facility discussed their respective revenue strategies and performance.
- Clinician Billing Portal (CBP) is progressing with RPAH, CRGH and TCH working to identify and sign up staff specialists to bill through the application. There are currently 120 registered users and total \$673K has been raised through the portal to date.

## **REDESIGN AND SERVICE IMPROVEMENT**

### **Innovations**

#### **The Pitch**

- The next round of the Pitch is being planned for 4 June 2021.
- Finalists and the panel will meet and present from the Kerry Packer Education Centre with the event broadcasted via Zoom.

#### **Projects**

- Hands Up Project (RPA Hand Clinic)
  - The Project Management Plan is in the process of being signed by the Executive Sponsor.
  - Project Diagnostic Report is being reviewed by GM, RPAH.
  - Solution prioritisation currently occurring in collaboration with the working party.
- RPAH Transfer of Care Project – ‘Good to Go, Discharge by 10 and 2’
  - Diagnostic report signed off by EDO
  - Solutions design workshop held 31 March, with 27 attendees across nursing, AH, medical, radiology, emergency departments.
- Diabetes Model of Care Redesign
  - Diagnostic phase complete with qualitative data collected via x24 key stakeholder interviews across the facilities. Quantitative activity data has been analysed off STARS to complement this. Diagnostic summary of findings awaits EDO sign off.
  - Solution design workshop planning

#### **Accelerating Implementation Methodology (AIM):**

- The next 2 day AIM course is scheduled for 19-20 April at the Concord Medical Education Centre.
- Remaining dates for the AIM course in 2021 are:
  - 24-25 May
  - 6-7 September
  - 15-16 November

## **HealthPathways**

### **Content development**

Several updates to COVID-19 vaccination pathways have occurred since the last reporting period aligning with the key developments in the national rollout during this time – including the latest ATAGI recommendations regarding the AstraZeneca vaccine and risk of rare clotting disorders.



Work continues on the reorganisation and identification of content across the HP community resulting in the reclassification of previously published content – this is reflected in fluctuating numbers of localised content, unlocalised content and completed reviews. The team has now assessed that a significant number of unlocalised pages will not be required for the Sydney region – this will reduce the total number of unlocalised content by approximately 30% in the coming months.

The Sydney team is undertaking a number of lead region localisations and reviews on behalf of the NSW/ACT HealthPathways regions – including Diabetes-related Foot Care, cancer screening pathways, medicinal cannabis, and intellectual disability pathways – all of which involve significant stakeholder engagement with key agencies including MoH and ACI.

The program team is waiting for the conclusion of the RPA Hands Unit re-design solutions phase to commence development of specific hand condition, plastic surgery pathways which will align with the planned build of wound care pathways. Plans for a multidisciplinary wound care workgroup are under-way confirmation of a proposed model of care.

## Usage of HealthPathways

Overall usage of pathways continues to grow – rebounding after a peak in February-March 2020 due to the evolving COVID-19 pandemic and noting the usual seasonal drop over the April 2021 school holidays. HealthPathways Sydney has solidified its position as the lead in Australia with respect to locally developed content, and overall user engagement/utilisation remains one of the highest of NSW/ACT regions.

	February 1-21 2021	January 2021	December 2020	February 1 - 21 2020
<b>Users</b>	1,023	1,879	1,374	1,373
<b>Sessions of use</b>	5,700	8,428	9,154	5,291
<b>Unique Page Views</b>	15,081	21,998	25,216	14,774
<b>Total Page Views</b>	19,070	27,476	32,014	18,655

## SLHD e-Referral Project

### Service recruitment

The Royal Prince Alfred Hospital e-Referral implementation is progressing, with the commencement of Head of Department engagement activities in collaboration with the Ambulatory Care Business Unit. 16 services are now anticipated to Go Live with e-Referral as part of the September 2021 roll out. Service requirements will be collated and submitted to the e-Referral vendor within the next month. Form development for Paediatric Medicine and Paediatric Surgery will be prioritised as part of the Royal Prince Alfred Hospital implementation.

e-Referrals are being developed for SLHD Maternity, and Royal Prince Alfred Hospital's Gynaecology and Pelvic Mesh service, as part of the Outpatient Referral Management Simplified Outpatients Appointments (ORMSA) Program. It is anticipated that these forms will be endorsed next month.

Service	Deployment	Stage
Haematology	October 2018	Live
Rheumatology	June 2019	Live

Osteoporosis and Community Paediatrics	September 2019	Live
COVID-19 Monitoring – RPA Virtual	May 2020	Live
Haematology, Osteoporosis (ORP) , Rheumatology (OACCP) – Canterbury Hospital	August 2020	Live
Concord Hospital Phase 1 (22 services)	October 2020	Live
Concord Hospital Phase 2 (6 services)	TBC 2021	Design
Direct Access Colonoscopy and Inflammatory Bowel Disease – Royal Prince Alfred Hospital	November 2020	Live
Podiatry - SLHD	November 2020	Live
High Risk Foot Service and Palliative Care – Concord Hospital	November 2020	Live
Andrology – Concord Hospital	February 2021	Live
Urology – Royal Prince Alfred Hospital	TBC 2021	Design
Pelvic Mesh – Royal Prince Alfred Hospital	TBC 2021	Design
Orthopaedics – Royal Prince Alfred Hospital	September 2021	Design
Royal Prince Alfred Hospital (12 services)	September 2021	Initiation

## Platform development

Active Directory integration work has not yet commenced, and is awaiting eHealth resource allocation.

### Referrer update:

- A total of 814 referrals have been received.
- 64% of referrers using HealthLink to refer to SLHD have referred more than once.
- Referrals have been received during April 2021 from an Optometrist using the HealthLink web portal, to SLHD Ophthalmology services.

## **FINANCIAL PERFORMANCE – NET COST OF SERVICE BASIS**

### GENERAL FUND (GF)

The 2020/21 Interim 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 March 2021 based on the District's budgeted NCoS.

For the period ended 31 March 2021, GF Expenditure was \$62.96M (3.99%) unfavourable to budget after receiving \$208.646M COVID-19 Stimulus Budget. The unfavourable result is primarily due to the timing of the COVID-19 expense adjustment of \$51.559M for Elective Surgery, Clinics and Screening, COVID-19 Wards, Pathology testing, Special Health Accommodation, Cleaning, PPE, Contact Tracing and SHEOC.

Excluding the impact of COVID-19, the District is \$8.853M unfavourable to YTD March 2021 Expense budget.

YTD March 2021 Expenditure increased significantly (by \$243.008M or 17.4%) compared to YTD March 2020. The average monthly expense rate increased from \$145.289M for the period July 2018 to March 2019 to \$156.819M for the period April to June 2019 (excluding LSL adjustment in June 2019) to



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\$160.292M (excluding LSL adjustment in June 2020) for the 2019-20 Financial Year to \$182.17M YTD Mar 2021. Increase in FTE numbers and the impact of COVID-19 is contributing to these results.

GF Revenue (including Doubtful Debts) was \$77.872M (18.08%) unfavourable to budget for the month and \$2.439M (0.14%) unfavourable to YTD March 2021 budget. The District has assessed the YTD March 2021 impact of COVID-19 on revenue reduction of \$10.042M for Patient Fees, Facility Fees, Prosthesis income, Pharmacy Sales, Car Parking Fees and Conference & Training Receipts. The reduction in the actual single room bed day rates paid by health funds has resulted in reduction in YTD March 2021 Patient Fees of \$4.79M. Furthermore, the impact of the additional \$12.594M full-year OSR budget allocated by MoH to the District has resulted in a \$9.446M unfavourability to YTD March 2021 OSR budget. Doubtful Debts related to Quarantined Hotel Passenger Fees amounts to \$3.779M YTD March 2021.

Excluding the impact of COVID-19 on Own Source Revenue and Doubtful Debts, the District is \$20.413M unfavourable to YTD March 2021 GF Revenue budget.

For the period ended 31 March 2021, the District's GF NCoS was \$65.399M unfavourable to budget. Excluding the impact of COVID-19, the District's NCoS was \$29.265M unfavourable to budget.

The table below shows the summary of the YTD March 2021 Financial Performance – including and excluding the impact of COVID-19:

	YTD Actual	YTD Budget	Variance (Actual vs Budget)	
<b>Expense (incl COVID)</b>	<b>1,639,533</b>	<b>1,576,573</b>	<b>-62,960</b>	<b>unfav</b>
COVID-19 impact:				
unfunded COVID-19	262,754	208,646	-54,108	unfav
<b>Expense (excl COVID)</b>	<b>1,376,779</b>	<b>1,367,927</b>	<b>-8,852</b>	<b>unfav</b>
Own Source Revenue (incl COVID)	-312,923	-305,386	7,537	fav
Doubtful Debts (incl COVID)	10,193	578	-9,616	unfav
Loss on Sale of Asset	360	0	-360	unfav
<b>General Fund Revenue Total</b>	<b>-302,369</b>	<b>-304,808</b>	<b>-2,439</b>	<b>unfav</b>
COVID-19 impact:				
Quarantined Hotel Passengers	-131,491	-101,411	30,080	fav
Own Source Revenue Reductions	10,042	1,715	-8,327	unfav
Doubtful Debts	3,779	0	-3,779	unfav
<b>COVID-19 impact Total</b>	<b>-117,671</b>	<b>-99,696</b>	<b>17,974</b>	<b>fav</b>
<b>General Fund Revenue (excl COVID)</b>	<b>-184,699</b>	<b>-205,112</b>	<b>-20,413</b>	<b>unfav</b>
<b>NCOS (excl COVID)</b>	<b>1,192,081</b>	<b>1,162,815</b>	<b>-29,265</b>	<b>unfav</b>

The District, based on MoH requirement to show full year COVID-19 impact, projects the NCoS to be unfavourable for the 2020/21 financial year by \$189M relating to unfavourable results for: Expense (\$141M) related to the management of the COVID-19 process; Doubtful Debts (\$18M); and, Own

Source Revenue (\$30M) due to the impact of COVID-19 and the reduction in actual single room bed rates paid by health funds.

Excluding the impact of COVID-19, the District forecasts a break-even position for Expenditure offset by unfavourable positions for Own Source Revenue (\$30M) and Doubtful Debts (\$18M).

The Chief Executive and the Executive Director of Finance are confident that the District would have an on budget NCoS result (excluding the impact of COVID-19, reduction in single room bed rates paid by health funds, and Doubtful Debts) for the 2020/21 financial year despite the challenges that are facing the District. The District has continued to maintain the good controls that it has in place and monitors performance on a daily basis despite the material increase in all activity (prior to the advent of COVID-19) and the impact of the management of the COVID-19.

The major variances for the month were:

## Expenditure

- GF Total Expenditure for the month of March 2021 was \$7.735M (4.04%) unfavourable to budget. The result for the month was primarily attributable to unfavourable results for Employee Related Expenses (\$6.899M), VMOs (\$1.336M), RMR (\$0.915M) and favourable for Goods & Services (\$0.628M) and Other Expenses (\$0.786M). The District received \$29.252M COVID-19 Stimulus Budget for the period of February 2021 in March 2021. Excluding the impact of COVID-19, the District is \$0.342M favourable to the expense budget for the month of March 2021.
- YTD March 2021, GF Total Expenditure was \$62.96M unfavourable to budget, primarily reflecting unfavourable results for Salaries & Wages (\$21.311M), Overtime (\$12.893M), Annual Leave Provision (\$13.337M), Superannuation (\$9.205M), VMO Payments (\$4.843M), RMR (\$6.141M) and favourable for Goods & Services (\$3.92M). Excluding the impact of COVID-19, the District is \$8.853M unfavourable to YTD March expense 2021 budget.

## Revenue

- GF Total Revenue for the month of March 2021 was \$77.872M (18.08%) unfavourable to budget, reflecting unfavourable results for User Charges (\$82.031M) including Quarantined Hotel Fees (\$81.032M) and Patient Fees (\$2.35M) offset by favourable results for Grants & Contributions (\$0.226M), Other Sources of Revenue (\$0.768M) and Doubtful Debts (\$5.652M). Excluding the impact of COVID-19 on Own Source Revenue and Doubtful Debts, the District is \$1.727M unfavourable to revenue budget for the month of March 2021.
- YTD March 2021 GF Revenue was \$2.439M (0.14%) unfavourable to budget. This result reflects favourable variance in Quarantined Hotel Fees (\$30.08M), Grants and Contributions (\$2.465M) and High Cost Drugs (\$2.932M) offset by unfavourable variances in Facility Fees (\$4.02M), Prosthesis Income (\$1.605M), Pharmacy Sales (\$1.405M), Car Park Fees (\$0.429M), Patient Fees (\$11.003M) and Doubtful Debts \$9.616M. The unfavourability in Facility Fees, Prosthesis Income, Pharmacy Sales and Car Park Fees is predominantly due to the impact of COVID-19. Excluding the impact of COVID-19 on Own Source Revenue and Doubtful Debts, the District is \$20.413M unfavourable to YTD March 2021 revenue budget.

## SPECIAL PURPOSE AND TRUST (SP&T)

SP&T NCoS was \$3.446M unfavourable to budget for the period of March 2021. This result reflects favourable budget variance for Expenditure (\$0.334M) and unfavourable budget variance for Revenue (\$3.77M).

## CONSOLIDATED RESULT

For the period ended 31 March 2021, the consolidated YTD NCoS result for the General Fund and SP&T was \$68.845M unfavourable to budget. The result comprises unfavourable variances for

# Board Report



Expenditure (\$62.626M), Doubtful Debts (\$9.616M) and Loss on Sale of Asset (\$0.37M) offset by favourable variance for Own Source Revenue (\$3.767M).

## FINANCIAL PERFORMANCE – BASED ON NEW MOH REPORTING FORMAT

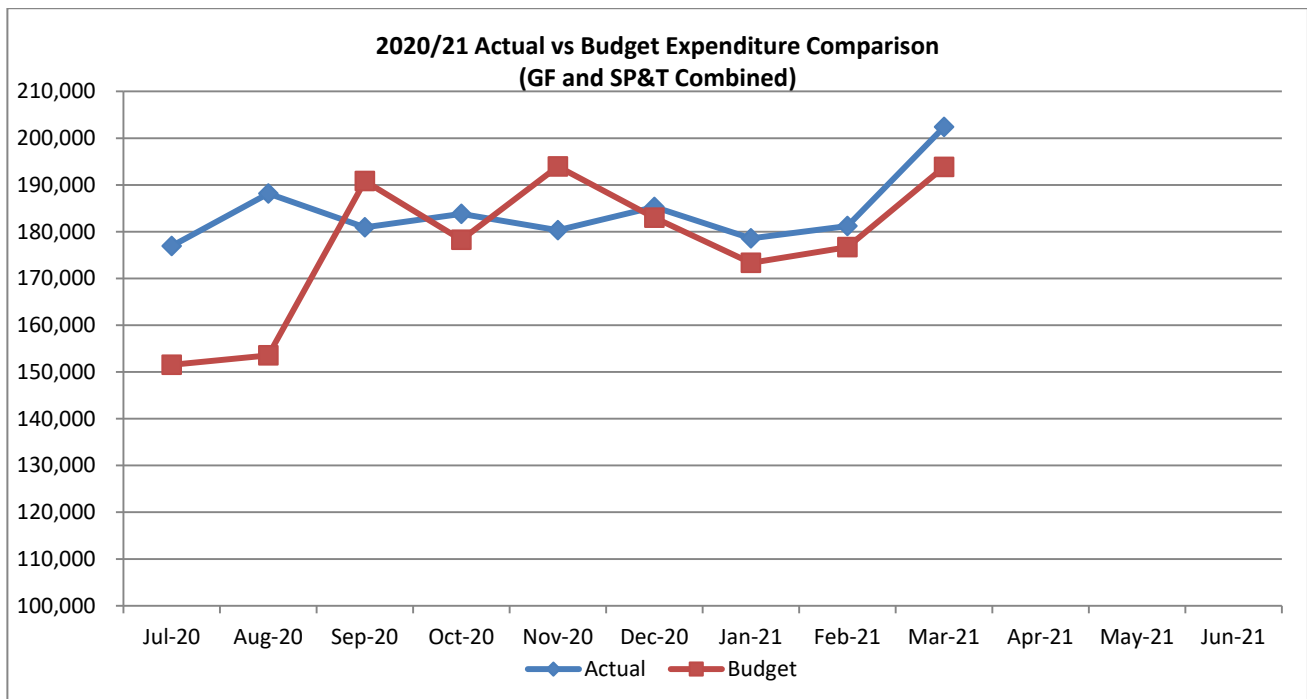
For the period ended 31 March 2021, SLHD recorded a Total Net Result of -\$177.323M which was \$68.902M unfavourable to budget. The Net Direct Operating Result (GF and SP&T) for YTD March 2021 was \$52.857M unfavourable to budget, reflecting an unfavourable budget variance for Expenditure (\$56.567M) offset by a favourable budget variance for Revenue (\$3.710M).

For the YTD March 2021, Total Direct Revenue was \$3.710M favourable to budget, comprising a favourable variance for the General Fund (\$7.537M) offset by an unfavourable variance for SP&T Fund (\$3.828M). This result for the GF reflects unfavourable variances in Patient Fees and Other Income offset by favourable variances in User Charges and Grant Income.

YTD March 2021 Total Direct Expenditure was \$56.567M unfavourable to budget, comprising an unfavourable variance for General Fund (\$56.518M) and SP&T Fund (\$0.049M). The result for the General Fund reflects unfavourable variances in Salaries & Wages (\$21.311M), Overtime (\$12.893M), On-costs (\$20.825M), VMOs (\$4.843M), Grants (\$0.653M) and Direct Clinical Operating (\$3.289M) offset by favourable variances in G&S Corporate (\$6.040M) and G&S Supporting Services & Utilities (\$1.169M).

## MONTHLY BUDGET PERFORMANCE

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



## LIQUIDITY

The cash balance at 31 March 2021 for the SLHD Operating bank account was \$31.463M and the Operating Cash book balance was \$31.311M.

## CAPITAL WORKS – SMRS PROJECTS

As at 31 March 2021 the District's Full Year Capital works budget relating to SMRS Projects is \$24.922M comprising \$5.549M of MoH funded and \$19.373M of locally funded projects. In March 2021, a locally funded project (Biography Vision Quadra - \$8.907M) was approved by MoH.

Actual expenditure as at the end of March 21 was \$7.491M which is marginally on budget.

Additionally in the current pandemic circumstances, the actual and committed expenditure for MoH funded Minor works & Equipment for COVID-19 was \$5.415M at the end of March 2021. MoH funded budget of \$5.235 was provided as at 31 March 2021.

## **OTHER CAPITAL PROJECTS**

As at the end of March 2021, the District has expended an amount of \$1.825M relating to Croydon Health Centre Intellectual Disability Unit, RPA Transit Lounge, RPA Paediatrics, RPA Staff & Visitor Car Park and Wallacia New Cage. The total expenditure of \$1.825M was sourced from the General Fund.

## **CAPITAL WORKS**

### **RPA**

#### **RPA Redevelopment**

Key milestones achieved for the RPA Redevelopment in March 2021 are as follows:

- Site due diligence assessment and scoping of services infrastructure relocations and upgrades undertaken
- Strategic planning sessions with Capital Consultants to review priorities, risks and programme.
- Completion of Project Plan and commencement of fitout in Professor Marie Bashir Centre for the Renal Satellite relocation from building 12.
- Identification of East and West Campus master planning options further analysed

#### **Paediatric Ward Stage 3**

The installation of a new ceiling was successfully completed and laying of bathroom tiling was completed in March. Service fit offs for electrical, mechanical and hydraulic services was underway and the first phase of painting was nearing completion.

#### **Parent and Baby Unit**

The second stage of pouring the concrete slab has been successfully completed. Concrete formwork activities and set out of the first phase of the slab have been completed and the blockwork for the retaining wall was installed.

#### **Building 63 RPU Hot Cells**

Mechanical service works continued throughout March 2021 and the tendering process for air monitoring controls commenced. COVID-19 has continued to impact the delivery of this project due to the clean room panels being manufactured in France.

#### **Pharmacy Manufacturing Bld 11 Level 2**

Construction works to the Pharmaceutical Manufacturing labs has continued including the installation of door hardware and installation of joinery for the kitchen. Painting was completed and commissioning activities commenced.

#### **Green ICU**

Building works including the installation of wall protection, floor laying and service fit offs all continued throughout March. The installation of new joinery was completed and the new medical gas services were commissioned.

## **Concord**

### **Concord Redevelopment**

Key milestones achieved for the Concord Hospital redevelopment during March included:

- Removal of the last tower crane
- Atrium roofing installation underway
- Energisation of major services plant
- Eastern entry stormwater works complete
- Internal fit out for Towers A, B and C underway.

### **Helipad Remediation Works**

The capital works program for the helipad was successfully completed in March. A test flight of the new site has been scheduled for early April 2021. Pending successful completion of the test flight, the firefighting equipment container will be relocated and the helipad will be handed over to the facility.

### **Emergency Department Resuscitation Bays**

Capital works including the laying of new flooring and wall protection installation were completed in March. Service fit offs continued throughout the month and the pendant was delivered to site and installation commenced.

### **Building 20 – Research**

Building works that occurred during March on Level 1 included installation of joinery and fit out of the new kitchen. Service fit offs for hydraulics were nearing completion and the programming of works required to the Ground Floor commenced.

## **Zetland**

### **Child and Family Health Service (Tote Building)**

Painting works and floor laying continued throughout the month. Service fit offs for electrical and mechanical services were nearing completion and the installation of new joinery commenced.

## **PLANNING**

### **Board Planning Day**

Planning Unit drafted the Board Plan for 2021/22.

### **Asset Management Planning**

The Planning Unit is working in collaboration with Capital Assets, Property and Engineering and ICT to draft the Strategic Asset Management plan, the Asset Management Plans and the Capital Investment Strategies. This is a significant task.

### **SLHD Consultation on the Future Health Plan**

The Planning Unit facilitated a District Executive 1 hour consultation on the draft themes of the NSW Health Future Health Strategy. The 6 themes of the Plan are:

- Elevating the Human Experience
- Keeping People Healthy & Well
- Supporting our staff:
- Delivering safe care in all settings
- Researching, digitising, and innovating
- Managing for a sustainable business

Comments from the consultation will be forwarded to NSW Health.



## **RPA Redevelopment – Ambulatory Care Planning**

The Planning Unit continues developing the in-depth plan and forecast for RPA Ambulatory Care, taking into account the impacts of COVID, virtual care and changing models of care. Projections will span 2026 and 2031 and be developed individually for each clinical area, based on MoH forecasting tools.

## **Surgical Services Plan**

Meetings have been held with Gynaecology and Urology to continue the planning in line with the Surgical Services Plan.

## **Tech Central District (Camperdown-Ultimo Collaboration Area)**

An intergovernmental workshop was held focused on Industry Engagement and Future Collocation in CHERP. This workshop leveraged from the major Industry Collocation Think Tank held in late 2020. The interactive workshop featured presentations from the Health and Technology Investment, Treasury, University of Sydney, UTS, SLHD, Health Infrastructure, Inner West Council and the City of Sydney.

Preliminary meetings have been held with the City of Sydney and Transport for NSW to examine the Idea of “calming and greening” Missenden Road.

A familiarisation tour of Cell and Molecular Therapy (CMT) was held with a range of the major Tech central stakeholders.

## **Concord Hospital Stage 2 Clinical Services Plan**

The revised draft of the Stage 2 Concord Hospital Clinical Services Plan, with the staff comments log, was considered by the Executive Steering Committee (ESC). The Plan has been approved by the ESC for consultation with the Medical Staff Council, Whole of Staff (with the CE) and with Clinical Directors, Manager and District Executive.

A Workshop was held with the District Aboriginal Health Workers to inform the Concord Stage 2 Aboriginal Health Impact Statement (AHIS). The AHIS has been drafted.

## **Dialysis Plan**

Consultation continues with key dialysis service providers to finalise the SLHD Dialysis strategy based on new MoH guidelines for dialysis provision across the state.

## **Green Square HealthOne- RPA HealthOne, Green Square**

The Planning Unit is working with Clinical Services Integration on the Academic Primary care Unit for the HealthOne.

## **Other Plans**

The development of the following plans is being supported by the Planning Unit.

- SLHD Mental Health Strategic Plan
- SLHD Workforce Strategic Plan
- SLHD Education Strategic Plan
- SLHD Internal Audit Strategic Plan
- SLHD Carers Plan
- SLHD Rehabilitation Plan

## **SYDNEY RESEARCH**

### **Sydney Research Partners**

We are excited to announce that Melanoma Institute Australia (MIA) have become a new member of the Sydney Research partnership. The MIA has made significant contributions to advancing translational science and in the clinical health outcomes for melanoma patients, which have been

recognised on a local, national and international level. When confirmed, a suitable representative from the MIA will also participate on the Sydney Research Council.

## **COVID-19 Operational Support**

Sydney Research continues to support Sydney Local Health District (SLHD) in its response to COVID-19 and in the implementation of the COVID-19 Vaccination Program. The team participates in the regular COVID-19 Steering Committee meetings and communicates the latest information to SLHD and Sydney Research stakeholders. The team has also recently coordinated the registration of staff from Centenary, Heart Research and Woolcock Research Institute working within Royal Prince Alfred hospital or across the NSW Health network as part of Phase 1b of the COVID-19 vaccination roll-out. Research staff from these organisations started to receive their vaccinations from Monday 12 April 2021.

## **Sydney Biomedical Accelerator**

Sydney Research continues to lead the planning for the Sydney Biomedical Accelerator (SBA) Complex, a new world-class biomedical innovation precinct to be located within the RPA and University of Sydney campuses.

Dr Teresa Anderson AM, Chief Executive, SLHD, Prof Robyn Ward AM, Pro Vice-Chancellor (Medicine and Health), University of Sydney, and the Chief Executives of the Centenary, Heart Research and Woolcock Institute met with the Secretary, NSW Health on Wednesday 31 April 2021 to discuss the recently submitted and revised Investment Decision Document (IDD). The revised IDD sought to address the feedback provided by Health Infrastructure NSW to further strengthen the case for investment and to prepare for project registration by NSW Health with the Infrastructure NSW Investor Assurance Framework and Gateway Review Process.

Dr Anderson AM and Adj A/Prof Vicki Taylor, Executive Director, Sydney Research are the SLHD Executive Leads on this project. To facilitate and continue the planning process, SLHD and the Sydney Research team have been working closely and collaboratively with representatives from the University of Sydney, Health Infrastructure NSW, Ernst & Young, and the three medical research institutes – Centenary, Heart Research and Woolcock Institutes – via the regular SBA Program Office meetings.

Dr Anderson AM and Adj A/Prof Taylor together with Prof Ward AM and Prof Duncan Ivison, Deputy Vice Chancellor (Research), University of Sydney have formally engaged and sought the support of high profile individuals involved with or have interest in accelerating health research and development in NSW and Australia, including but not limited to the Hon Greg Hunt, the Hon Gabrielle Upton and those involved in the planning of Tech Central and the Camperdown Health Education and Research Precincts. They recently met with Mr Geoff Roberts, Chief Commissioner, Greater Sydney Commission, and Mr David Thodey, Chair, Tech Central Advisory Group. Additional meetings have been scheduled with Ms Amy Brown, Chief Executive, Investment NSW on Friday 30 April 2021, the Hon. Gabrielle Upton MP, Parliamentary Secretary to the NSW Premier on Monday 3 May 2021, and the Hon Geoff Lee, Minister for Skills and Tertiary Education on Monday 24 May 2021.

## **Office for Health and Medical Research – Translational Research Grants Scheme**

Sydney Research team to support the successful projects in Rounds 1-5 of the Translational Research Grant Scheme (TRGS).

The team have established a Steering Committee to support the successful TRGS Round 5 project, *Efficacy and Value In Expedited out of hospital arrest care and ECMO CPR (ECPR) – EVIDENCE study* led by Dr Mark Dennis and A/Prof Brian Burns. The Steering Committee met on Friday 16 April 2021 and was chaired by the SLHD Director, Finance. The Committee consists of the Chief Executives from each LHD involved in the trials (Illawarra Shoalhaven LHD, Northern Sydney LHD, Nepean Blue

Mountains LHD, South Eastern Sydney LHD, South Western Sydney LHD, St Vincent's Hospital Network, and Western Sydney LHD), as well as representatives from the NSW Health Ambulance, NSW Agency for Clinical Innovation, NHMRC Clinical Trials Centre, the NSW Ministry of Health Centre for Epidemiology and Evidence and a local consumer representative. The initial meeting focussed on establishing site agreements and governance structure for the EVIDENCE study, which will ensure appropriate oversight for the study.

## **Office of Health and Medical Research – Embedding Quality Research**

The Embedding Quality Research (EQR) Steering Committee convened on 15 April 2021. The NSW Office for Health and Medical Research (OHMR) provided an update on the Clinical Trials Management System (CTMS), which will aim to improve the quality improvement strategies of clinical trial delivery through a consistent approach to trial management. OHMR have secured NSW Health authorization to procure a CTMS solution, and have released a request for proposal (RFP) by potential vendors. An update was also provided on the Rural Regional and Remote Clinical Trial Enabling Infrastructure program (RRCTEI), where OHMR's priorities are to establish a dedicated team and Clinical Trial Support Units, develop implementation architecture and finalise a governance plan for the program.

As a priority, OHMR are focussing on investigating potential solutions to streamline research governance processes and avoid unnecessary delays due to administrative authorisation. With the support and input of Dr Teresa Anderson AM, and the Sydney Research team, OHMR will provide a scoping paper to the Secretary, NSW Health, with the group to ensure appropriate engagement and linkage with active initiatives to support priority setting and minimise duplication, to ensure the EQR initiative is best placed to provide value to its stakeholders at the local and state level.

As part of the implementation of the state-wide CTMS by NSW Health, Adj A/Prof Taylor, Dr David Cook, and Ms Merela Ghazal will be representing SLHD on the CTMS Project Steering Committee to be chaired by Dr Antonio Penna, Executive Director, NSW OHMR. The Steering Committee will provide advice and guidance to the project sponsor and will assist in monitoring strategic direction, and will be invited to join the evaluation panel for the CTMS vendor selection.

## **Australian Clinical Trials Alliance**

Sydney Research have coordinated the submission of the following two (2) SLHD applications for the Australian Clinical Trials Alliance (ACTA)'s annual 'Trial of the Year' award. Winners of the award will be announced in early May 2021 as part of the ACTA National Tribute and Awards Ceremony.

<b>Trial</b>	<b>Chief Investigator</b>
Communicating Healthy Beginnings Advice by Telephone (CHAT) study	A/Prof Li Ming Wen, Director of Research and Evaluation, SLHD Population Health
Population Health Research & Evaluation Hub	Professor Catherine Sherrington, Deputy Director, Institute for Musculoskeletal Health

## **Patient Family Centred Care Research Working Group**

The Patient and Family Centred Care (PFCC) Research Working Group continues to progress its initiatives to strengthen consumer and community involvement in research conducted across and within SLHD. With oversight from Adj A/Prof Vicki Taylor and the Sydney Research team, Dr Karena Conroy and Adj A/Prof Greg Fairbrother are coordinating the following three (3) active initiatives:

### *Measurement tools*

A sub-group comprising of consumer representatives and members from the SLHD Research and Sydney Research teams have developed key parameters for the state-wide Research Ethics Governance Information System (REGIS) to effectively measure consumer involvement in the design



and conduct of research. The drafted parameters and a mock report identifying key reporting outcomes for clinical research centres have been developed by the sub-group and are currently under review by a state-wide REGIS User Group as part of the REGIS review project led by OHMR. Ms Kylie Becker, REGIS Subject Matter Expert, had informed Sydney Research that the parameters developed by the PFCC Research Working Group have been accepted with no further changes and will be implemented in REGIS in June 2021.

### *Case Examples*

The purpose of this initiative is to provide case examples of best practice that would be valuable for both researchers and consumers interested in being involved in research. A sub-group involving SLHD Researchers and consumer representatives have been developing a proposal outlining the key research questions and methodologies to examine an effective consumer-researcher relationship in the design, conduct and implementation of research. An option currently being canvassed is an ethnographic study focused on 'How does a successful consumer-researcher engagement process work, in real time?'. The sub-group will be meeting on Friday 23 April 2021 to further refine their approach and finalise the research proposal.

### *Organisational Support*

A/Prof Fairbrother and Dr Conroy in collaboration with the Consumer and Community Participation team have developed a presentation to explain the PFCC Research Working Group initiatives and intentions to establish a District Research Consumer Reference Group. This presentation has been scheduled to be presented to the RPA Consumer Network on 3 May 2021.

Dr Conroy and Sydney Research have also drafted a District-wide policy to support consumer involvement in research and have sought the input of Ms Tamsin McVeigh, A/Deputy Director of Clinical Governance, SLHD and Ms Myra Serrano, Policy Manager, SLHD.

### *Online Resources*

The Sydney Research team have developed a monthly newsletter titled 'Consumers in Research', which will provide SLHD clinical departments and research teams with information on the latest initiatives, tool and events on consumer and community involvement in clinical trials and research. The first edition of the newsletter was circulated on Monday 1 March 2021 and has resulted in an increase of 92 new subscribers. A/Prof Fairbrother is developing an ethics application to undertake a series of interviews with consumers and researchers, which will form a regular component to the newsletter and provide a personal insight into the ways that consumers can be involved as partners in research and the benefits of their involvement.

Dr Conroy and Sydney Research are in the process of developing a webpage for the Sydney Research website, which will centralise the tools and resources available and raise awareness of existing initiatives on consumer involvement in research for use by researchers across and within SLHD.

### **Sydney Health Partners (SHP)**

The Sydney Research team continues to work closely with the Sydney Health Partners (SHP) team to support the following key initiatives:

#### *SHP Implementation Strategy*

- SLHD is the lead organisation for the implementation of the SHP Strategic Platform 2 "Transforming how research improves patient outcomes to meet the needs of our community" and continues to participate across all five (5) of the Platforms.
- - Adj A/Prof Fairbrother has been leading the coordination of a Consumer Advisory group to support the collaborative cellulitis project. The Reference Group, consisting of patients and carers with experience of lower limb cellulitis, will assist in the evaluation of the new allied-health

led model of care for cellulitis and in developing educational materials to support its implementation. The Advisory Group will involve eight (8) consumers across SLHD, NSLHD and WSLHD, and will aim to build knowledge of the patient experience and need in relation to cellulitis prevention service delivery.

#### *Encouraging More Clinical Trials in Australia*

- The SHP Clinical Trials Advisory Panel (CTAP) has been established to progress this Sydney Health Partners initiative, in collaboration with the NHMRC Clinical Trials Centre and the NSW OHMR.
- SLHD is the funding administrator for the initiative, with Sydney Research and SLHD Research represented on the Advisory Panel.
- The Panel met on 23 February to review the report providing a summary of the current management of clinical trials and barriers to the conduct of clinical trials across Sydney Health Partners member health services and partner MRIs. Recruitment and the lack of a dedicated study coordinator role was identified as a central issue for the conduct of clinical trials across some of the partner organisations. SHP have proposed the 'SHP Clinical Trials Pilot – Centralised Recruitment Project (CTP-CRP)' to address these issues by establishing and evaluating the implementation of a Centralised Recruitment Service pilot at Royal North Shore Hospital. The next meeting will be held on 5 July 2021.

#### **Sydney Research Council**

The Sydney Research Council met virtually on 30 March 2021. Ms Sallyann Williams, Chief Executive, Cicada Innovations provided the Council Members with an introductory presentation on Cicada Innovation. Cicada Innovations is Australia's leading deep tech incubator, which aims to support up-and-coming health and medical entrepreneurs commercialise their research and turn their innovative ideas into businesses. They have supported over 300 companies in raising over \$500 million in venture capital, established over 500 patents and trademarks, and contributed to the development of over 700 products and services that are worth over \$1.1 billion in value. Cicada Innovations have also recently established the Medtech Foundation Series with NSW Health, which is a free online learning resources designed to provide the key skills and foundational knowledge to help aspiring entrepreneurs commercialise their MedTech innovations. Ms Williams has been invited by Dr Teresa Anderson AM to continue to provide her unique insights on commercialisation and MedTech innovation as a member of the Sydney Research Council.

Dr Carol Armour AM, Executive Director, Woolcock Institute of Medical Research also presented an update on the Woolcock Institute's research as it celebrates its 40th anniversary. Dr Carol Armour AM provided an overview of the Institute's nine research groups spanning tuberculosis research, environmental epidemiology, and respiratory technology. Dr Carol Armour AM also highlighted the COVID-19 research underway in the Institute, which includes modelling disease transmission and developing novel treatment therapies. Dr Teresa Anderson AM asked if Dr Armour could provide an update to the SLHD Board at the June meeting.

#### **Other Activities**

In addition to the above, Sydney Research continues to support key activities in SLHD and with interagency partners:

- Camperdown Ultimo Alliance meeting series
- University of Sydney Faculty of Medicine and Health Research Centres Review and application for the Institute for Musculoskeletal Health.
- SLHD Communications Board Sub-committee
- Introductory meeting between SLHD Chief Executive, NSW Health Infrastructure and CSIRO on 8 April 2021
- CHERP Industry Engagement and Attraction Workshop

- Representing SLHD in planning for key precinct developments, including the Camperdown-Ultimo Collaboration Area, Camperdown Health Education and Research Precinct, RPA Redevelopment, Tech Central and Central Railway developments, Eveleigh and Pyrmont.

Through the Sydney Research Council, communications and social media, Sydney Research is promoting internal and partner educational and research activities.

- The Sydney Research weekly electronic newsletter, e-Update, has an audience of 84 subscribers
- The PFCC Research Working Group monthly newsletter, 'Consumers in Research', has an audience of 152 subscribers.
- @SydneyResearch currently has 1,084 followers on Twitter

## **COVID-19 UPDATE**

SLHD has undertaken the following activities to March 2021:

### **Facilities**

- Maintained Contact Tracing capability through the SLHD Public Health Unit for locally acquired cases. Expanded ICU capacity at RPA, Concord and Canterbury Hospitals in the event of surge in demand due to an outbreak.
- Maintained Renal Dialysis surge capacity to match projected need in the event of an outbreak developed.
- Continued Staff and Visitor Screening Stations to check all people entering the health facilities established at all sites.
- Continued the roll out of the staff and visitor screening app to allow registration of all people entering our facilities in accordance with the current COVID-19 MoH guidelines.
- Continued to ensure COVID-19 Clinic surge capacity

### **COVID-19 Vaccination Hub and Vaccination Clinic**

- Sydney LHD was tasked to plan, create and establish a COVID-19 Vaccination Hub and a COVID-19 Vaccination Clinic capable of seeing up to 1000 people per day. The District worked closely with SHEOC, eHealth and the other LHDs in preparation for the program including the development of IT solutions to facilitate workflows and data capture.
- Commenced operation of the SLHD Vaccination Hub and RPA Vaccination Clinic at Mallett Street on 22 Feb 2021.
- Commenced operation of the vaccination clinic at Sydney Airport on Tuesday 9 March 2020.

### **Special Health Accommodation**

- Continued to provide Special Health Accommodation for incoming international passengers under the Public Health Orders who are symptomatic on arrival or become symptomatic during quarantine in a NSW Police managed hotel.
- Continued to provide accommodation for community transmission cases who are unable to safely self-isolate in the home environment.
- Continued to provide accommodation for passengers requiring quarantine in accordance Public Health Orders requiring additional care that is not available within the NSW Police managed quarantine hotels provided whilst order in force.

### **Airport**

- Continued the SLHD COVID-19 Testing team to support the SESLHD Screening Team at the international airport terminal.

- Continued the COVID-19 Screening, Testing team and Health Border Control team at the Domestic Airport (T2 & T3) to screen and validate permits for all passengers alighting from flights originating from other states in response to outbreaks.
- Established NSW Health Testing Program for Airport Workers at Sydney International Airport (Saliva Testing) and Daily testing commenced on 3 March 2021.

## **COVID-19 Drive Through and Walk-in Clinics**

- Continued community based COVID-19 Screening Clinics established at Rozelle, Redfern, Summer Hill, Olympic Park, Eddy Avenue, Roselands, in addition to pop up clinics for outbreak surveillance (e.g. Marriott Hotel) currently seeing between 1,000 - 3,000 people per day.
- Continued facility based COVID-19 Screening Clinics established at RPA, Concord and Canterbury Hospitals capable of seeing between 300-1200 people per day.
- Continued COVID-19 Screening Clinic processes and testing of these in areas of special need such as social housing areas like Waterloo, Riverland etc.

## **Tiger Team and Flying Squad**

- Continued the use of the Special Flying Squad Teams to support community testing, Special Health Accommodation and other sites and support to facilities and services in COVID-19 operations.
- Continued the use of the special purpose vehicle to run mobile COVID-19 Testing Clinics.
- Tiger teams remain available to support staff if required

## **SLHD Public Health Unit**

- Continued the expansion of Environmental Health Officer inspections of food outlets and commercial businesses with SLHD to ensure they have and comply with appropriate COVID-19 Safety Plans.
- Continued inspections by Environmental Health Officer inspections of commercial businesses within the quarantine hotels to ensure they have and comply with appropriate COVID-19 Safety Plans.
- Enhanced Environmental Health Officer inspections of food outlets with SLHD to ensure they have and comply with appropriate COVID-19 Safety Plans.

## **Strategic Communications and Relations**

- Extensive work with our Diversity Hub to increase knowledge and testing for COVID-19 within the various diverse communities within SLHD.

## **Quarantine Facility Surveillance Testing Project**

- SLHD continues to work with HCA to manage NSW Health (Saliva) Testing Program at Quarantine Facilities. This requires workers in quarantine facilities to participate in daily saliva swabbing for COVID-19.
- Planning to roll out the program to the Sydney International Airport is progressing.

## **LHD and MoH initiatives and support**

- Support to the MOH with staff to work in the State Health Emergency Operations Centre (SHEOC).
- Central coordination of COVID-19 activities through the SLHD Operations Centre, central coordination of supply and ordering of PPE, equipment and other issues.
- Continuation of Fit Testing for staff from high risk areas, note this is on top of existing Fit Checking that currently occurs.
- Extensive planning, preparedness and response work continues with RACFs within SLHD to prepare these facilities in the event of a COVID-19 outbreak.

- Extensive planning, preparedness and response work continues with disability group homes within SLHD to prepare these group homes in the event of a COVID-19 case being detected within or near these group homes.
- Continuing a research study to compare the viability of different types of samples as a testing medium/collection modes to test for COVID-19 (Saliva, Sub-lingual, Throat and Nose). SLHD oversees the saliva testing program of all quarantine and border workers in partnership with the SHEOC.
- Expanded the SLHD EOC to cover Vaccination Roll out.
- Establishment of major Vaccination Clinic supported by RPA Hospital in the University of Sydney Mallett Street Building delivering vaccination to Phase 1a and Phase 1b workers.
- Established Vaccination Clinic at Sydney Airport delivering vaccination to Phase 1a and Phase 1B Border Workers.

## Interagency

- Continued regular meetings with Emergency Management representatives from LGAs (City of Sydney, Inner West, Burwood, Strathfield, Canada Bay and Canterbury Bankstown Councils).
- Continued working with the PHEOC/PHRB on the framework to deal with an outbreak within a social housing complex.
- Continued to work with the PHEOC in developing forward planning for marine vessel arrivals (White Bay Cruise Terminal).
- Continued chairing of the Interagency Governance Committee to support the quarantine program
- Continued regular meetings with the SHEOC on Airport and Quarantine Program

The Board is referred to the fortnightly Situation Reports for additional details on activities during the month.



Dr Teresa Anderson AM  
**Chief Executive**  
Date: 17.8.21