



saxinstitute

Annual Report 2016–17



Our mission

To improve health and wellbeing by driving the use of research in policies, programs and services.

Our vision

The Sax Institute is a national and international centre of excellence in embedding research into the fabric of policy, program and service delivery decisions.

A leader in connecting decision makers and researchers

OUR VALUES



We have:

IMPACT

We are invested in helping our partners solve real-world problems and find solutions.



INTEGRITY

We are committed to doing things well, and doing things right.



We are:

IN TOUCH

We can forge partnerships and bring people together because our expertise in both research and decision making means we truly understand their needs.



INNOVATIVE

Our valuable research assets and our drive to develop new ways of working lay the groundwork for ideas that break through and lead to change.



INDEPENDENT

We have strong connection to the policy work and our research organisation members, but we value our neutrality.

About the Sax Institute

The Sax Institute is an independent, not-for-profit organisation that helps decision makers find and make best use of research evidence to solve real-world health problems.

The Institute has a governance Board of Directors, chaired by Dr Irene Moss AO, who is nationally recognised for her expertise in public sector governance.

The Board membership encompasses a wide skill base including directors with extensive experience in public sector governance, and high-level university and policy sector expertise. Board sub-committees include the Audit and Risk Management Committee, which advises the Board about all aspects of the organisation's financial and risk management, and a Research Governance Committee.

Our reputation as a leader in embedding research in health decisions and bridging the gap between what is known from evidence and what is done in practice means we can bring the right people together to drive better health solutions.

The Sax Institute works with a wide range of government and non-government agencies across Australia.

We have 48 research group and university members in most states and territories, enabling us to draw on the best research expertise, regardless of where it is located.

The Sax Institute is the only organisation in Australia that exists purely for the purpose of joining up researchers, governments, non-government organisations and other decision makers who deliver health programs and services.

We are grateful for support from the NSW Government through a funding and performance agreement; we also receive funding from a wide range of other government, non-government and philanthropic organisations and from competitive research funds.

Our purpose

- 1 Pave the way for more high-impact research by building research platforms, partnerships and skills.
- 2 Deliver new intelligence that helps our partners address challenges in policy, program and service delivery.
- 3 Connect decision makers with what is known from research so that they can access the right evidence at the right time.

Message from the Chair

Change. Opportunity. Vision. These are three words that describe the Sax Institute journey in 2016–17.



The past year has been both busy and reflective as we set our course for the future. We developed a new Strategic Plan, with a focus on building long-term, significant and more diverse partnerships, and strategically positioning our research platforms to ensure they remain valuable in a rapidly changing environment. The strategies underpinning our new plan will help us achieve the strategic goals of a greater impact on policy and practice and long-term sustainability.

We embarked on a major restructure of our business, creating two new divisions, Analysis and Evaluation and Communications and Information, in addition to our Knowledge Exchange and Research Assets Divisions. We believe these changes will better enable us to be the agile, forward-thinking organisation we need to be as the healthcare landscape shifts and changes and the needs of our partners evolve.

There were many other highlights in 2016–17. We were honoured to be invited as a founding partner of LEAP – a forum for Learning Engaging and Advocating for Policy and systems research – established by the World Health Organization.

And we were delighted that our work in chronic disease received a significant boost in the Federal Budget, with a \$10 million investment in The Australian Prevention Partnership Centre based at the Institute. This significant funding commitment – through the Medical Research Future Fund – will allow the Prevention Centre to scale up projects that have shown promise – in areas such as physical activity, childhood obesity, maintaining a healthy weight, and food security in urban Aboriginal communities, and to fund a series of new projects over the next three years.

The establishment of the NSW Health Statewide Biobank was an exciting development during the year that will enable us to add a whole new dimension to our 45 and Up Study. We will store 3000 blood samples from 45 and Up participants in the Biobank – and have begun an ambitious new project to collect a total of 50,000 samples. Increasing the magnitude of samples in this way will allow researchers to better understand how to prevent, diagnose and treat disease. It will open up many new opportunities for prevention, early detection and treatment, enabling researchers to tease out the way that lifestyle, environment and genes interact to cause disease.

I would like to thank the Sax Institute Board of Directors for their enduring wisdom and assistance, our Chief Executive Officer Professor Sally Redman for her continuing leadership, and the Sax senior leaders and their staff for their hard work, ideas and drive. Thanks must also go to our many partners, in particular the NSW Ministry of Health, without whose funding we could not continue our work.

As we move into our next five-year phase of growth, change and new beginnings, now is an opportune time to remember our history and our pride in continuing the legacy of leading health planner Dr Sidney Sax. Dr Sax devoted his career to building better health systems. Working with our many partners in both research and decision making, we are doing the same. The foundations we have established over the past 15 years have positioned us as an integral player, supporting Australian decision makers as they strive to deliver best-value and equitable healthcare.

A handwritten signature in cursive script that reads 'Irene Moss'.

Dr Irene Moss AO
Chair

2016–17 highlights

This year, the Institute developed a new Strategic Plan to enable us to deliver effectively on our mission. We also strengthened our executive team to help us manage our recent rapid growth. Twelve of the highlights of our work in 2016–17 are:

1 Innovative training course developed for early career researchers

An exciting new course to help early career researchers strengthen their skills in building successful partnerships for policy-relevant research was developed by the Institute this year.

The course, *Building successful partnerships for policy-relevant research*, provides early career researchers with the opportunity to develop skills in negotiating partnership research with policy agencies, managing the research and communicating the findings. It has been developed as part of our NHMRC Centre of Research Excellence, CIPHER (the Centre for Informing Policy in Health with Evidence from Research).

Many senior people have given their time and expertise to help us design this course and we are grateful in particular to Associate Professor Sarah Thackway, Professor David Currow, Dr Jessica Stewart, Professor Louisa Jorm, Professor Andrew Wilson, Professor Anthony Shakeshaft, Dr Kathleen Falster and Ms Alice Knight.

The participants are given the opportunity to practise new skills and to receive feedback during the 2.5 day course.

The first two pilots will be delivered in late 2017, and an evaluation of the program will be undertaken by Dr Anna Williamson, supported by a NSW Health Early-Mid Career Fellowship.

2 \$2.8 million new funding agreed for next phase of SEARCH

This year the SEARCH collaboration was awarded NHMRC funding of more than \$2.8 million, enabling us to follow the health and wellbeing of urban Aboriginal children as they reach adulthood. The new funding, to be administered by the Australian National University, will allow SEARCH to collect data from infancy into adolescence and adulthood, and enable new understanding of the trajectories of health and disease among these urban Aboriginal children.

Over the past 10 years SEARCH, the Study of Environment on Aboriginal Resilience and Child Health, has been established as a unique resource for understanding the causes of ill health in urban Aboriginal children. SEARCH is a collaboration between Aboriginal Community Controlled Health Services, researchers and the Sax Institute and is following the health and wellbeing of 1600 urban Aboriginal children and their families in NSW. The collaboration has already resulted in increased knowledge about health and its determinants in Aboriginal children and strengthened services and new programs to improve health.

Findings emerging from the Study during 2016–17 highlighted the importance of good-quality housing in contributing to Aboriginal health, identified risk and protective factors that influence Aboriginal children's resilience, and showed that there is already higher-than-expected blood pressure among children in SEARCH.

Mr Darryl Wright, a SEARCH investigator and CEO of Tharawal Aboriginal Corporation in Campbelltown, western Sydney, one of the participating Aboriginal Community Controlled Health Services, said the Study was having a real impact on services on the ground.

"SEARCH is effective because it is an active partnership between Aboriginal health services and researchers, supported by the Federal and NSW Governments, where health services like us set the research priorities and work collaboratively to develop interventions to address the problems identified," he said.

"I've seen the difference in my community at Tharawal, with kids getting the services they need so they don't fall behind. As an Aboriginal medical service, SEARCH has also given us crucial data and information that can be used across our entire community."

Mr Darryl Wright, CEO,
Tharawal Aboriginal Corporation



3 Preventive health research boosted by \$10 million investment

The Australian Government has announced an investment of \$10 million to support The Australian Prevention Partnership Centre, based at the Sax Institute. The funds are to generate low-cost, translatable and scalable solutions that promote the adoption of good health practices, prevent disease and keep people out of hospital.

This funding, announced in the May Budget, is one of the first disbursements from the Medical Research Future Fund (MRFF) and recognises the Prevention Centre's achievements over the past four years. The Prevention Centre is a large collaboration, bringing together 150 academics, policy makers and practitioners to work out the best ways to prevent lifestyle-related chronic disease.

The funding will enable new work in addressing priority areas including tackling childhood obesity (see page 8), improving nutrition and physical activity, and addressing risk factors for at-risk populations such as Aboriginal and Torres Strait Islander communities.

The Centre is led by Professor Andrew Wilson and Associate Professor Sonia Wutzke and in its first phase has been supported by NHMRC, and funding partners, the Australian Government Department of Health, NSW Health, ACT Health and the HCF Research Foundation.

“We were delighted to receive funds from the MRFF to help us continue work through the Prevention Centre to address chronic disease, which is a complex problem that calls for smart and united solutions. The MRFF was designed to disrupt and innovate, and the funding for prevention is fulfilling that purpose. The results will benefit us all.”



Associate Professor Sonia Wutzke, Head, Analysis and Evaluation Division at the Sax Institute and Deputy Director, The Australian Prevention Partnership Centre

4 Minister highlights value of 45 and Up Study

Australia's largest cohort study, the 45 and Up Study, was celebrated as a valuable, national research asset at our annual collaborators' meeting in September.

Opening the meeting, then NSW Health Minister, Jillian Skinner, told attendees that the Study was a “truly valuable tool” to help address health priorities in NSW and nationally, and was integral to the NSW Government's commitment to research that informs health policy and programs.

“I think this is an absolutely brilliant program,” Mrs Skinner said. “I have personally watched with much interest the growth of this investment. It is crucial to help us better understand how people are ageing and how they are using health services and how this information can guide decisions on our health system.”

More than 660 researchers have now used data from the Study's 260,000 participants to investigate a wide range of health issues, including the growing burden of chronic disease and the many challenges posed by our ageing population.

Research from the Study presented at the annual meeting included new findings that being overweight but active does not prevent the risk of type 2 diabetes – a paper that attracted national media attention.

Other findings from the Study published in 2016–17 included research showing that type 2 diabetes increases the risk of social isolation and new findings on the risk factors for cardiovascular disease among Chinese Australians.

The 45 and Up Study at a glance:



More than
150
projects
conducted or
underway



Involved
660
researchers
across **84**
organisations



More than
210
research
papers
published

5 Study moves into the future with plan to collect biological data

This year we have started developing a new approach to enable the large-scale collection of blood samples from participants in the 45 and Up Study. This exciting plan has the potential to position the Study as an even more valuable knowledge resource for researchers, decision makers and the community.

Our goal is to create a unique population-level, joined up human health research resource that will enable researchers to examine the impact of and interactions between human genomes, proteomes, metabolomes, environment and lifestyle in determining health and health service use.

The project will open the door to measuring the interactions between bodily constitution, lifestyle, environment and health service use in determining health and disease, and will enable us to understand the best places to intervene at individual as well as population level to ensure as many people as possible stay healthy into older age. The establishment of such a resource is only possible because of the new NSW Health Statewide Biobank.

Already, the genomes of more than 1000 Study participants have been sequenced and form part of the Medical Genome Reference Bank, run by the Kinghorn Centre for Clinical Genomics at the Garvan Institute of Medical Research.

6 SURE use expands rapidly

Use of our Secure Unified Research Environment (SURE) which gives researchers secure access to analyse sensitive information is rapidly expanding, with the facility now being widely used across Australia.

Government agencies in Victoria, SA, WA, NSW and the Commonwealth are all using SURE and it is also increasingly being used by the custodians of clinical registries and large research databases to provide researchers with secure access to sensitive data.

There has been a rapid increase in use of SURE by researchers across the country, with 33% growth in the number of research projects established during 2016–17 over the previous year; 180 researchers are now actively using the facility for their work. Our recent user survey found 87% of users were very satisfied or satisfied with services provided by the SURE team.

To demonstrate SURE has the highest standards of information management security in place, this year we completed our preparation for ISO (International Organization for Standardization) accreditation. This accreditation will be completed in 2017.

We also started work on preparing for Australian Government Information Security Manual compliance, an independent assessment of protocols and procedures in place to support the secure operation of SURE. We are working towards the Government Australian Signals Directorate (ASD) ISM Standard, to demonstrate our compliance with the Government's rigorous practices to protect sensitive data. This assessment will be completed over the next 12 months.

"SURE has provided us with the vehicle to access and analyse data remotely and securely for our study into vaccination programs. Not only does it meet the needs of the Commonwealth Health Department to access linked data, but we have been able to work on the data across different locations and all access the same work space."



Associate Professor Heather Gidding,
School of Public Health and Medicine, UNSW Sydney.

7 Evaluate program develops framework to support translational research

Researchers and policy makers are increasingly interested in how innovative programs that have evidence of benefit can be adopted into routine practice.

This year, the Sax Institute was invited by the NSW Ministry of Health to set out best-practice thinking about this kind of translation. As part of the work of our new Evaluate program, we developed a Translational Research Framework to support applicants to the Ministry's Translational Research Grant Scheme. The Framework has been widely discussed and we have provided several information and training sessions on it. We are currently developing an online training module to provide an introduction to this kind of translational research.

Our Evaluate program has grown out of our work over many years in helping policy makers plan evaluations of their services and programs. Evaluate is designed to help decision makers understand the value, impact and outcomes of their policies and programs.

In its first year, the program developed a strong portfolio of activities in partnership with a broad range of state and national agencies. These include NSW Health, NSW Family and Community Services, Cancer Australia, ACT Health, and NSW Health's Justice Health & Forensic Mental Health Network.

"Our Evaluate program's work in supporting projects like NSW Health's new Translational Research Framework is key to what we do, because translational research will accelerate the transfer of research innovations into healthcare improvements that benefit patients and the public."

Professor Don Nutbeam,
Senior Adviser, Sax Institute



SURE at a glance:



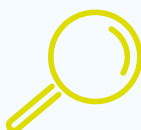
13

data custodians across Australia are making their data accessible via SURE



180

researchers are actively using SURE for their work



72

active studies are underway using the facility

8 Sax Institute joins WHO Forum to share knowledge globally

The Sax Institute is one of 11 founding members of the World Health Organization LEAP Forum that was launched during the year to better harmonise and coordinate global efforts and actions across the systems, research, policy and implementation communities.

Our involvement in Learning Engaging and Advocating for Policy and Systems research – or LEAP – will enable us to join with like-minded organisations across the world to share knowledge about promoting research that is embedded in health systems and enhancing its use in decision making. LEAP is an initiative of the WHO Alliance for Health Policy and Systems Research, which aims to see LEAP grow to play a lead role in establishing research evidence as an integral component of all health plans or programs. Sax Institute CEO Professor Sally Redman was invited to attend the inaugural meeting of LEAP in Stockholm in April.

As part of this collaboration, we were also delighted that Alliance Executive Director, Dr Abdul Ghaffar, visited the Institute this year and addressed our annual Research Action Awards in Sydney in November. During his visit, Dr Ghaffar also met with NSW and Commonwealth policy leaders, describing Australia as an international leader in promoting the use of research in policy and practice.

“Researchers and policy makers need to spread the word about the work being done in Australia....To help share our knowledge, our new body called LEAP will bring together some of the key organisations in this field, including the Sax Institute, Academy Health, the World Heart Foundation and Doris Duke Charitable Foundation.”

Dr Abdul Ghaffar,
Executive Director, WHO Alliance for
Health Policy and Systems Research



9 Our public health journal attracts international interest

Our open-access, peer-reviewed scientific journal, *Public Health Research & Practice*, led by editor-in-chief Professor Don Nutbeam, attracted international interest this year. The journal is receiving submissions from authors across the world and journal papers attracted more than 450 items of media coverage during the year. An article based on a paper by Sax Institute knowledge brokers Professor Fiona Blyth and Dr Carmen Huckel Schneider about taking an interdisciplinary approach to evidence informed policy making was published by the *London School of Economics Impact Blog* website.

The online-only, quarterly journal was launched in late 2014, representing a new face for the *NSW Public Health Bulletin*, which was published for nearly a quarter of a century.

The journal's point of difference is its strong commitment to connecting public health decision makers and practitioners with research that is meaningful to their work. We now have more than 2800 readers signed up to receive the journal e-newsletter, and more than one third of our regular audience is made up of policy makers working for state or federal governments.

Our January 2017 issue, which focused on knowledge translation and was guest edited by Associate Professor Andrew Milat, Director, Evidence and Evaluation at NSW Ministry of Health, and Professor Nutbeam, was the most popular issue to date. It attracted the highest number of visitors via the journal website as well as a record number of article downloads. The average Altmetric Attention Score for an article in the issue – a weighted, aggregate indicator of the overall attention a paper has received online – was 26, well above the score of 20 that is generally accepted to indicate an article is attracting far more attention than most of its contemporaries.

10 Childhood obesity model developed for NSW Government

Tackling childhood obesity is one of the NSW Premier's priorities. This year we developed a dynamic simulation model to explore what combination of interventions could achieve the Premier's target of a 5% reduction in childhood overweight and obesity by 2025.

The tool was developed by the Prevention Centre (based at the Sax Institute), in partnership with NSW Health and in collaboration with the Department of Premier and Cabinet. The NSW Ministry of Health and the Department of Premier and Cabinet continue to use insights generated from the childhood obesity dynamic simulation modelling tool in their decision-making processes.

Dynamic simulation modelling is in essence a 'what if' decision support tool that can be used to test and forecast the likely impact of a range of policies and programs before they are implemented in the real world.

The project model brought together modelling experts with academics, policy experts and practitioners in a series of workshops to map the interaction of complex factors leading to childhood overweight and obesity in NSW.

Dr Jo-An Atkinson, Director of Decision Analytics at Sax Institute and an investigator on the project, said its success was largely due to its participatory process, which engages stakeholders who are central to decision-making to address childhood overweight and obesity in NSW.

“The participatory model building process really helps us to draw together the relevant perspectives, data and evidence in a way that is most useful to our policy partners,” she said.

“The thing that is important for me is that this tool is robust, that it involves clinicians, prevention practitioners, policy makers and academics in building the model, and locates the evidence to support the model – it’s credible.”

Dr Jo Mitchell, Executive Director, Centre for Population Health, NSW Health, who was involved in the modelling project.



11 Number of Evidence Check rapid reviews tops 200

The Sax Institute’s rapid review program Evidence Check went from strength to strength this year, with a total of 240 reviews now commissioned through the program and more than 200 reviews completed.

Evidence Checks are being used by agencies in a range of ways to build the evidence base for their work.

For example, the Agency for Clinical Innovation commissioned an Evidence Check which it used to form the basis of an evidence-based Consumer Enablement Framework. The Framework will outline the core components of consumer enablement, evidence-based interventions and monitoring mechanisms that can be used to improve health outcomes. It will also provide an opportunity to connect and build on existing initiatives to strengthen consumer enablement in a comprehensive way across NSW Health.

In another example, the National Heart Foundation commissioned an Evidence Check review to support the development of its position statement on the use of dietary patterns for primary and secondary prevention of cardiovascular disease. The report has been used by the Heart Foundation’s advisory group as evidence to underpin its position, and a formal position statement on Heart Healthy Eating that is available on its website.

This year, we also completed work to understand how agencies use our Evidence Check reviews, showing that each review is used on average for three separate purposes. The finding highlights the quality of the reviews completed by our Members and other reviewers.

12 HARC turns focus to clinical leadership

The Health Alliance for Research Collaboration (HARC) – a partnership between the Sax Institute, the Agency for Clinical Innovation, Clinical Excellence Commission, Cancer Institute NSW and Bureau of Health Information – this year decided to investigate how clinical leadership works to bring about change in NSW.

Clinical leadership is thought to play a key role in effecting change in the health system to address unwarranted variation in practice or health outcomes.

HARC reviewed what is known from research and from experience in NSW. It has analysed a series of case studies and a deliberative dialogue is planned for late 2017 to gain agreement about what has been learned and its implications.

This year, HARC scholarships were awarded to five future healthcare leaders from within the partner agencies, giving the scholars the opportunity to explore what is known nationally and internationally in areas ranging from responding to the threat of antimicrobial resistance to tackling clinical variation in cancer care.

“The HARC scholarship program has given an opportunity for our staff to link with world leaders in fields that are key to our work in NSW. These connections have led to significant collaborations with other organisations that share our challenges and have found innovative ways to address them.”

Dr Jean-Frédéric Levesque,
Former Chief Executive,
Bureau of Health Information.



Concise Financial Statements

For the year ended 30 June 2017

The Sax Institute
ABN 68 095 542 886

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Directors' report

30 June 2017

The Sax Institute

The directors present their report, together with the concise financial statements, on the company for the year ended 30 June 2017.

Directors

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Dr Irene Moss
(Chair)

Professor Selina Redman
(Chief Executive Officer and Managing Director)

Professor Lesley Barclay
(Resigned 30 November 2016)

Professor Julie Byles

Dr Kerry Chant

Professor Robert Cumming

Professor Stephen Jan
(Appointed 30 November 2016)

Dr George Jessup

Mr Michael Lambert

Mr Christopher Paxton

Professor Nicholas Talley

Professor Peter Smith

Professor Johanna Westbrook
(Appointed 30 November 2016)

Ms Jane Stanton
(Audit & Risk Management Committee: non-Director)

Professor Judith Whitworth
(Research Governance Committee: non-Director)

Information on directors

Dr Irene Moss

Qualifications: AO, Hon. LLD, BA, LLB, LLM

Experience and expertise: Formerly Commissioner, Independent Commission Against Corruption and NSW Ombudsman

Special responsibilities: Chair of the Board of Directors, Member of the Research Governance Committee

Professor Selina Redman

Qualifications: AO, BA (Psych), BA (Hons) (Psych), PhD

Experience and expertise: Chair: Australian Women's Longitudinal Study on Women's Health. Chair, Research Committee, National Heart Foundation. Member, Board of the National Breast Cancer Foundation (NBCF) and Chair, Research Advisory Committee. Member, Strategic Research Committee, The Australian Red Cross Blood Service

Special responsibilities: Chief Executive Officer

Professor Julie Byles

Qualifications: Bachelor of Medicine, PhD

Experience and expertise: Director, Research Centre for Gender, Health and Ageing, Faculty of Health and Medicine, The University of Newcastle

Dr Kerry Chant

Qualifications: MBBS, FAFPHM, MHA, MPH

Experience and expertise: Chief Health Officer; Deputy Secretary, Population and Public Health, NSW Health

Professor Robert Cumming

Qualifications: MBBS, MPH, PhD

Experience and expertise: Professor of Epidemiology, Sydney School of Public Health, The University of Sydney

Professor Stephen Jan

Qualifications: MEc, BEc, PhD

Experience and expertise: Professor of Health Economics, Sydney Medical School, The University of Sydney

Dr George Jessup

Qualifications: MBBS, MBiomedEng, MBA

Experience and expertise: Director, Start-up Australia Ventures Pty Ltd. Director, Blue Jay Ventures Pty Ltd

Special responsibilities: Member, Audit and Risk Management Committee

Mr Michael Lambert

Qualifications: BEc (Hons), MEc, MA (Phil), GAICD

Experience and expertise: Consultant

Special responsibilities: Chair, Audit and Risk Management Committee

Mr Christopher Paxton**Qualifications:** BA (Hons) in Economics (UK), MBA (UK)**Experience and expertise:** Partner, PwC

PricewaterhouseCoopers Australia

Special responsibilities: Member, Audit and Risk Management Committee**Professor Peter Smith****Qualifications:** RFD, MD, FRACP, FRCPA, FAICD**Experience and expertise:** Former Dean of Medicine, UNSW and University of Auckland. Non-Executive Director, St Vincent's Health Australia**Special responsibilities:** Chair, Research Governance Committee**Professor Nicholas Talley****Qualifications:** MBBS, MMedSci (Clinical Epidemiologist), MD, PhD,**Experience and expertise:** Pro Vice-Chancellor, Faculty of Health, The University of Newcastle, and Professor of Medicine**Professor Johanna Westbrook****Qualifications:** BAppSc, With Distinction, MHA, Grad Dip App Epidemiology, PhD**Experience and expertise:** Professor of Health Informatics and Director, Centre for Health Systems and Safety Research, Australian Institute of Health Innovation, Macquarie University. Board Member, Australian Digital Health Agency. Chair, Advisory Board, Deeble Institute for Health Policy Research, Australian Healthcare and Hospitals Association**Company secretary**

The following person held the position of Company Secretary at the end of the financial year: Mr Norman Pack (B.Comm; MBA; FCPA; GAICD) has been the Company Secretary since July 2016. He has held a number of independent and executive board directorship roles, and has more than 30 years of senior finance experience.

Objectives**Our Mission:**

To improve health and wellbeing by driving the use of research in policies, program and services.

Our Vision:

The Sax Institute is a national and international centre of excellence in embedding research into the fabric of policy, program and service delivery decisions.

Short and long-term objectives:

The Sax Institute's strategic plan has two stated objectives. By June 2022, we aim to:

1) Have a greater impact on health and wellbeing and on the use of research in policies, programs and services.

Our goal is to be more effective in achieving our mission.

Specifically, we aim to have:

- a) More examples of our work having a significant impact;
- b) A significant impact on more agencies across Australia and beyond health; and
- c) More effective programs and services.

2) Achieve greater financial sustainability.

By 2022, we will have greater financial capacity to withstand changes in our environment and to invest in innovation and business development. Specifically, we aim to have:

- a) Greater reserves;
- b) Increased income;
- c) Increased annual surplus;
- d) More diverse sources of untied income;
- e) Increased investment in innovation and business development; and
- f) Stronger business process.

Strategy for achieving the objectives:

We will achieve our impact and financial sustainability targets through seven interlinked strategies. The Institute will:

1. Deliver cutting edge programs and services by augmenting our internal/external skills and our external engagement and by strengthening our systems.
2. Build long term, significant and more diverse partnerships by strengthening our relationships and ways of working with existing and potential partners and members.
3. Grow our national and international profile by strengthening our thought leadership and by targeting new audiences.
4. Strengthen our long term financial capacity by making more strategic decisions about business opportunities, developing new sources of revenue and improving internal processes.
5. Strategically position our research platforms to ensure that they remain valuable in a rapidly changing environment.
6. Significantly expand our capacity, programs and services to better provide new intelligence that helps our partners address challenges in policy, program and service delivery.
7. Strengthen our existing and develop new approaches to provide an internationally leading capability in connecting decision makers with what is known from research.

Performance measures

The following measures are used within the Institute to monitor performance:

- Number of brokered reviews completed
- Number of collaborative research projects commenced using the Institute's services
- Number of early career research posts established
- Examples of research using the Institute's services making a significant contribution to policy development
- Number of meetings, seminars or workshops to facilitate exchange between researchers, policy makers & practitioners
- At least \$30 million of additional competitive population health or health services research funds allocated to NSW as a result of the Institute's services
- Number of policy relevant deliverables (e.g. policy briefing, policy relevant reports) produced using the Institute's services
- Number of papers using the Institute's services published in peer reviewed journals.

Meetings of directors

The number of meetings of the company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2017, and the number of meetings attended by each director were:

	Directors' meetings		Audit and Risk Management Committee		Research Governance Committee	
	Number attended	Eligible to attend	Number attended	Eligible to attend	Number attended	Eligible to attend
Irene Moss	4	5	1	1	2	2
Selina Redman	5	5	4	4	-	-
Julie Byles	2	5	-	-	-	-
Lesley Barclay	2	2	-	-	-	-
Kerry Chant	3	5	-	-	-	-
Robert Cumming	4	5	-	-	-	-
Stephen Jan	2	3	-	-	-	-
George Jessup	5	5	4	4	-	-
Michael Lambert	4	5	4	4	-	-
Christopher Paxton	5	5	4	4	-	-
Peter Smith	3	5	-	-	2	2
Nicholas Talley	2	5	-	-	-	-
Johanna Westbrook	3	3	-	-	-	-
Jane Stanton (non-Director)	-	-	3	3	-	-
Judith Whitworth (non-Director)	-	-	-	-	1	2

Contributions on winding up

The Sax Institute is a company limited by guarantee. In the event of and for the purpose of, winding up of the Company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up is limited to \$10 for members that are corporations and \$10 for all other members, subject to the provisions of the Institute's constitution.

At 30 June 2017 the collective liability of members was \$480 (2016: \$460).

This report is made in accordance with a resolution of directors on this 13th day of September 2017.

On behalf of the Board of Directors



Dr Irene Moss AO
Chair of Board of Directors



Professor Selina Redman
Executive Director

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2017

The Sax Institute

	2017 \$	2016 \$
Revenue	14,657,300	15,937,600
Other income	205,800	334,500
Expenses		
Project specific costs	(5,740,900)	(7,271,800)
Employee benefits expense	(8,186,900)	(7,529,800)
Depreciation and amortisation expense	(574,800)	(620,000)
Administration expenses	(996,800)	(768,500)
Other expenses	(61,000)	(14,700)
Surplus/(deficit) before income tax expense	(697,300)	67,300
Income tax expense	-	-
Surplus/(deficit) after income tax expense for the year attributable to the members of The Sax Institute	(697,300)	67,300
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year attributable to the members of The Sax Institute	(697,300)	67,300

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes in the full Financial Statements on The Sax Institute website: www.saxinstitute.org.au

Statement of financial position

As at 30 June 2017

The Sax Institute

	2017 \$	2016 \$
Assets		
Current assets		
Cash and cash equivalents	16,201,800	7,795,000
Trade and other receivables	2,028,400	1,976,100
Available-for-sale financial assets	513,600	523,900
Other	652,000	1,080,800
Total current assets	19,395,800	11,375,800
Non-current assets		
Property, plant and equipment	1,088,500	1,010,200
Other	239,700	235,000
Total non-current assets	1,328,200	1,245,200
Total assets	20,724,000	12,621,000
Liabilities		
Current liabilities		
Trade and other payables	2,466,000	2,772,700
Employee benefits	519,700	505,400
Other	7,980,700	6,639,500
Total current liabilities	10,966,400	9,917,600
Non-current liabilities		
Employee benefits	162,800	81,400
Other	8,252,200	582,100
Total non-current liabilities	8,415,000	663,500
Total liabilities	19,381,400	10,581,100
Net assets	1,342,600	2,039,900
Equity		
Retained surpluses	1,342,600	2,039,900
Total equity	1,342,600	2,039,900

The above statement of financial position should be read in conjunction with the accompanying notes in the full Financial Statements on The Sax Institute website: www.saxinstitute.org.au

Statement of changes in equity

For the year ended 30 June 2017

The Sax Institute

	Retained surplus \$	Total equity \$
Balance at 1 July 2015	1,972,600	1,972,600
Surplus after income tax expense for the year	67,300	67,300
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	67,300	67,300
Balance at 30 June 2016	2,039,900	2,039,900

	Retained surplus \$	Total equity \$
Balance at 1 July 2016	2,039,900	2,039,900
Deficit after income tax expense for the year	(697,300)	(697,300)
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	(697,300)	(697,300)
Balance at 30 June 2017	1,342,600	1,342,600

The above statement of changes in equity should be read in conjunction with the accompanying notes in the full Financial Statements on The Sax Institute website: www.saxinstitute.org.au

Statement of cash flows

For the year ended 30 June 2017

The Sax Institute

	2017 \$	2016 \$
Cash flows from operating activities		
Receipts from grants	24,061,800	14,531,200
Payments to suppliers and employees	(15,184,500)	(14,158,500)
Donations received	50,000	60,000
Interest received	122,400	201,200
Net cash from operating activities	9,049,700	633,900
Cash flows from investing activities		
Proceeds from available-for-sale investments	1,540,000	1,662,000
Purchase of property, plant and equipment	(653,100)	(76,600)
Purchase of available-for-sale investments	(1,529,800)	(1,621,400)
Proceeds from disposal of property, plant and equipment	-	7,700
Net cash used in investing activities	(642,900)	(28,300)
Cash flows from financing activities		
Net cash from financing activities	-	-
Net increase in cash and cash equivalents	8,406,800	605,600
Cash and cash equivalents at the beginning of the financial year	7,795,000	7,189,400
Cash and cash equivalents at the end of the financial year	16,201,800	7,795,000

The above statement of cash flows should be read in conjunction with the accompanying notes in the full Financial Statements on The Sax Institute website: www.saxinstitute.org.au

Directors' declaration

30 June 2017

The Sax Institute

In the Directors' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Reduced Disclosure Requirements, the Australian Charities and Not-for-profits Commission Act 2012 and other mandatory professional reporting requirements;
- the attached concise financial statements give a true and fair view of the company's financial position as at 30 June 2017 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Board of Directors on this 13th day of September 2017.

On behalf of the Board of Directors



Dr Irene Moss AO
Chair of Board of Directors



Professor Selina Redman
Executive Director

Report of the Independent Auditor on Summary Financial Statements

Opinion

The summary financial statements, which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income and statement of cash flows for the year then ended, are derived from the audited financial report of The Sax Institute for the year ended 30 June 2017.

In our opinion, the summary financial statements derived from the audited financial report of The Sax Institute for the year ended 30 June 2017 are consistent, in all material respects, with that audited report, in accordance with Australian Accounting Standards.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of The Sax Institute.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on that financial report in our report dated 13 September 2017.

Directors' Responsibility for the Financial Report


The directors of the company are responsible for the preparation of a summary of the audited financial report in accordance with the criteria as set out in the Annual Report.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

A handwritten signature in black ink that reads "William Buck".

William Buck
Chartered Accountants
ABN 16 021 300 521

A handwritten signature in black ink that reads "L.E. Tutt".

L.E. Tutt
Partner
Sydney, 13 September 2017

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