



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.

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 connections to the policy work and our research organisation members, but we value our neutrality.

Published by The Sax Institute
ACN 095 542 886
Level 12, 235 Jones Street Ultimo NSW 2007
P +61 2 9188 9500 **F** +61 2 9188 9501
E communications@saxinstitute.org.au
W www.saxinstitute.org.au

© The Sax Institute 2018

All material and work produced by The Sax Institute is protected by copyright. The Institute reserves the right to set terms and conditions for any use of this material.

This product, excluding the Institute's logo and associated logos, and any material owned by third parties, is made available under a Creative Commons Attribution-NonCommercial-Share Alike 4.0 International licence.



You are free to copy and redistribute the material in any medium or format, provided you attribute the work to the Sax Institute, acknowledge that the Sax Institute owns the copyright, and indicate if any changes have been made to the material. You may not use the material for commercial purposes. If you remix, transform or build upon the material, you must distribute your contributions under the same licence as the original.

Enquiries about any use of this material outside the scope of this licence are welcome and can be sent to communications@saxinstitute.org.au

Publication date: November 2018

Contents

Research for better health decisions	3
Message from the Chair	4
2017-18 highlights	6
Concise Financial Statements 2017-18	17
Our thanks	28



UK researcher Prof Trish Greenhalgh speaks about the importance of taking a smart approach to measuring impact, at a public lecture in March 2018 co-hosted by the Sax Institute and The Australian Prevention Partnership Centre, the Cognitive Decline Partnership Centre at the University of Sydney and the Partnership Centre for Health System Sustainability at Macquarie University.



Minister for Indigenous Health the Hon Ken Wyatt AM, MP pictured at the Sax Institute's SEARCH annual forum in August 2017, with children and mothers who are SEARCH participants from the Tharawal Aboriginal Community. L-R: Tallulah Lett; Marla-Rai Lett; Taneisha Rose Roberts; Minister Wyatt; Tre-James Roberts; Kerrie-Anne White.

At a glance



256
reviews

commissioned by policy agencies through our Evidence Check program by 30 June 2018 (since program set up in 2006)



267
researchers

actively using SURE as at 30 June 2018



More than
52,000
people

invited to participate in Wave 3 of the 45 and Up Study by 30 June 2018



More than
200
researchers,
policy makers
and practitioners

involved in The Australian Prevention Partnership Centre's work as at 30 June 2018

Research for better health decisions

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 policy, programs and services.

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.

Our reputation as a national leader in embedding research into 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 range of government and non-government agencies across Australia.

The Institute has a governance Board of Directors, chaired in 2017-18 by Dr Irene Moss AO, who is nationally recognised for her expertise in public sector governance.

Collectively, the Board has a wide skills base. It includes 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.

We are grateful for the support of the NSW Government, which is provided 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.



National Health and Medical Research Council CEO Prof Anne Kelso AO addresses a public lecture co-hosted by the Sax Institute in March 2018.

Message from the Chair

Impact. Innovation. Partnerships. These are the three themes that emerge from the Sax Institute's work in 2017–18.

This has been a year of transformation for the Sax Institute, as we continue putting the building blocks in place to deliver on our strategic goals. We are doing this through a combination of approaches: by constantly reviewing and improving our existing portfolio of activities to ensure they achieve maximum impact; by introducing innovative new programs that promise to bring a step-change in the benefits we are able to realise; and by strengthening our national and international partnerships so that Australia continues not only to benefit from the most up-to-date thinking internationally, but in many cases to lead it.

While Australia has an excellent health and social welfare system by world standards, many gaps exist between the evidence and practice. While the reasons are complex, this is to some extent inevitable – after all, new knowledge is constantly being developed that suggests newer and more effective ways of doing things. This is where the Sax Institute comes in. Our mission is to “improve health and wellbeing by driving the use of research in policies, programs and services”; on this measure, we are more than succeeding.

This document contains many examples of how the Institute has excelled in impact, innovation and partnerships in 2017–18. Our footprint continues to grow across Australia, with important work under way in most Australian states and territories.

A strong sign of the high regard in which the Institute is held was the renewed five-year funding agreement signed in May 2018 with the NSW Ministry of Health, which will allow the Institute to continue its work to increase the use of research in policy on behalf of the NSW Government through to 2023. This funding helps supports the core infrastructure requirements of the Institute, and places us on a stable footing to continue to expand our contribution into the future.

In another important development, The Australian Prevention Partnership Centre concluded its first five-year cycle and was granted a second five-year funding phase through the National Health and Medical Research Council. The Partnership Centre has expanded its national collaboration substantially and offers a strong platform for researchers, policy makers and program managers to work together. The new funding cycle will feature an increased focus on scale-up and implementation of health policy solutions that will bring measurable improvements in the areas of lifestyle-related chronic disease.

I was also delighted to see the progress the Institute has made in starting the first collections of blood samples from participants in the Institute's 45 and Up Study, which will add an entirely new dimension to the Study and give researchers a powerful new tool to prevent, diagnose and treat chronic disease. This promises fascinating new insights into the links between lifestyle habits, environment, genetic make-up and health.

Meanwhile, the Sax Institute has also strengthened its relationships with corporate Australia. In May 2018 the Institute staged an art auction event attended by about 50 CEOs, Board members and corporate high flyers to help promote awareness of our work. The event – generously supported by the Macquarie Group Foundation and some of Australia's most prominent modern artists who donated artworks – strengthened our relationships as well as raising some extra funding to help us continue our mission.



“Our footprint continues to grow across Australia, with important work under way in most Australian states and territories.”

Dr Irene Moss AO

These and the other developments detailed in the following pages are a tribute to the hard work of the Institute's talented staff. I would like to take this opportunity to thank my fellow Board members for their counsel, and of course our distinguished Chief Executive Officer, Professor Sally Redman AO, for her ceaseless efforts to develop the Institute further in the cause of better healthcare.

Finally, after 12 wonderful and interesting years as Chair of the Sax Institute, I have decided that it is time for me to step down. Accordingly, this will be my last message as the Institute's Chair. It has been my great privilege to have served the Institute in this role since 2006. In that time, we have grown from an organisation of some 30 full-time staff and annual income of approximately \$3.5 million, to one with about 80 full-time-equivalent staff and an anticipated income of \$20 million in 2018–19. I am immensely proud of the Institute's contribution and achievements, which undoubtedly have helped improve the health of Australians. I wish the organisation and its talented staff all the best as they continue their important work.

Irene Moss

Dr Irene Moss AO
Chair



The Australian Prevention Partnership Centre celebrated the completion of its first five years in June 2018 and the grant of renewed funding for 2018-2023. Pictured: Prevention Centre Director Professor Andrew Wilson, and Senator the Hon Bridget McKenzie, then Minister for Rural Health.

2017–18 highlights

IMPACT is at the heart of the Sax Institute's mission. We can point to many new examples this year of our work impacting on policy, programs and services: in 2017–18 we had a special focus on new ways to help service delivery agencies to build, implement and scale up evidence-informed approaches.

1 New funding to increase impact in Aboriginal health

This year saw the establishment of a new program to drive strategies to improve the lives of Aboriginal children and their families, funded through a \$2.5 million grant from the National Health and Medical Research Council (NHMRC) through its **Centre of Research Excellence (CRE)** scheme. Based at the Sax Institute, the new program draws on 12 years of close collaboration with urban Aboriginal communities as part of the Institute's **SEARCH** (Study of Environment on Aboriginal Resilience and Child Health) program, which is a long-term study of 1600 urban Aboriginal children and their carers. The study has generated a wealth of data, which is available to Aboriginal Community Controlled Health Services (ACCHSs) to inform planning and services. The extra funding provides an opportunity to use these data and the strong partnerships from SEARCH to build evidence about the best approaches to improving the health of Aboriginal children and their families.

The new program is led by Professor Jonathan Craig of Flinders University and will bring together ACCHSs and other stakeholders to identify, implement and evaluate interventions that are effective, sustainable and scalable. The CRE will consider a broad range of health problems for Aboriginal children and adolescents, with an initial focus on mental health, early child development and early stage chronic disease.

Sustainable improvements in Aboriginal health require strong partnerships with, and leadership by, Aboriginal people. Aboriginal Community Controlled Health Services are leaders in the new CRE and there is a strong commitment to building capacity among researchers from Aboriginal backgrounds, led by Michelle Dickson from the University of Sydney. There are already two Aboriginal PhD students enrolled through the CRE.

This year saw the appointment of Ms Sandra Bailey, a longstanding leader in Aboriginal health, as Senior Adviser to the Institute. She will play a lead role in ensuring that the work of the Centre meets the needs of Aboriginal communities and is conducted using best-practice approaches to working in partnership.

“The research funded through the CRE will help us find real solutions to improve the health of Aboriginal children and their families and bring broad-ranging benefits to the wider Aboriginal community.”

Ms Sandra Bailey, Senior Adviser,
Sax Institute



2 Using data to inform decisions about program and service delivery: Evaluate

The Institute's growing expertise in evaluation is contributing to program and service delivery improvements across Australia.

In 2017–18, we established **ChangeMap**, a new approach to helping service-delivery agencies understand and address local barriers to adopting best-practice care. This year saw the launch of projects focusing on the management of osteoarthritis (in NSW with Professor David Hunter, University of Sydney) and sleep management in general practice (with Professor Doug McEvoy, Flinders University, South Australia). We are trialling the ChangeMap approach to examine whether it can be effective as an approach to implementing best practice at the local level.

“We have found [working with the evaluation team] refreshing and insightful, bringing different expertise that effectively captures the complexity that we're dealing with, and supports the challenging work we are doing.

Ms Liz Leorke, Mental Health Lead,
Western Victoria Public Health
Network



This complements many other projects led by the Sax Institute's **Evaluate** team that are designed to work with decision makers to understand the value, impact and outcome of their policies and programs. For example, we have been working with the Queensland and Victorian governments to design and implement evaluations to understand the value and outcomes of initiatives that aim to transform the suicide prevention system, through innovative cross-sector partnerships with governments, Primary Health Networks (PHNs), people with a lived experience of suicide, and communities.

In another piece of work, the Evaluate team designed and conducted an evaluation of a lung cancer demonstration project led by the Australian Government national cancer

control agency Cancer Australia. The resulting report included data and recommendations that have been used by Cancer Australia to help shape and inform the development of a national framework and associated resources to support the national adoption of best-practice principles for lung cancer care across Australia.

3 Optimising the potential impact of 'big data': SURE

In 2017–18 the Australian Government announced plans to create Australia's first National Data Commissioner, following the release in May 2017 of the Productivity Commission's report into data availability and use. The new role was created in August 2018. These developments recognise the value of administrative and other large datasets in informing policy, programs and services and recommend increasing the accessibility of these data while preserving the security and confidentiality of the data.

The Sax Institute's SURE – which stands for Secure Unified Research Environment – plays a key role in enabling researchers to have secure and controlled access to sensitive health and other data as part of ethically approved research studies. In turn, this enables smarter research to inform health decisions.

In 2017–18, the security of the data held in SURE was demonstrated by the achievement of ISO 27001 accreditation, an internationally recognised industry standard. SURE also completed an Information Security Registered Assessors Program (IRAP) assessment, which is recognised by the Australian Government.

The value of SURE is demonstrated by the increasing number of data custodians using SURE to provide data to researchers including the Australian Longitudinal Study of Women's Health, the Queensland Cancer Registry and the Australian Government Department of Human Services. At the end of June 2018, 267 researchers were actively using the platform.

We continue to work with data custodians and researchers to ensure that SURE meets their needs.

For example, in 2017-18 SURE developed a customised solution for SA NT Datalink – a collaboration between South Australia and Northern Territory partners that allows the linkage of administrative and clinical datasets to take place within the highly secure SURE environment. The new approach gives researchers faster and more streamlined access to relevant linked data, while ensuring the highest standards of data security are still met.

SURE is funded by the Population Health Research Network (PHRN) as part of the National Collaborative Research Infrastructure Strategy (NCRIS).

Also, our **Evidence Check** rapid review program goes from strength to strength, with 256 reviews commissioned by policy agencies since the program was set up in 2006. The Institute's Dr Gabriel Moore demonstrated the value of the Evidence Check program by examining how the reviews are used in practice – she found that almost all reviews were used to inform policy and that on average each review was used for three different purposes by the policy agency.

And in a separate development, we've been trialling **Evidence Briefs** to make it quicker and easier for policy makers to absorb research findings and their implications, and to help those cut through with decision makers. Three examples of this new product are depicted below.

4 Improving the impact of policy-relevant research

The Sax Institute aims to help decision makers have the right research information at the right time. This year saw our programs to help improve access to relevant research findings significantly develop in reach and effectiveness.

Our open-access, peer-reviewed journal, **Public Health Research & Practice**, continues to develop its role to engage policy makers, practitioners and researchers by delivering high-quality papers that impact policy.

In March 2018, an issue focusing on refugee health drew together authors from a range of backgrounds and received contributions from Local Health Districts, the Department of Home Affairs, and as far as the University of Ottawa. One paper comprised an interview with Professor Peter Shergold, whose previous roles include NSW Coordinator General for Refugee Resettlement and Secretary of the Department of Prime Minister and Cabinet in the Howard Government. The paper received strong media interest and resulted in a 20-minute discussion about refugee resettlement on ABC Radio National's *Life Matters* program.

The Sydney Local Health District subsequently provided increased support for the Asylum Seekers Centre's health program. Also, aided by a paper published in the issue, the Asylum Seekers Centre has been working with the Central and Eastern Sydney Public Health Network to develop a network of practices for referral of asylum seekers.



The Institute has developed a new style of document, called an Evidence Brief, to summarise research evidence in an easy-to-digest format.



INNOVATION is in our veins. We generate new research relevant to policy and deliver new tools to help decision makers solve difficult problems. There are examples of our innovation in 2017–18 across this report: new ways of disseminating research findings, new approaches to implementation and better ways of improving the health of Aboriginal people.

5 A ‘joined-up’ population research resource: from biology to health services

In 2017–18, we launched an ambitious project to create Australia’s largest ‘joined-up’ research asset, which is designed to enable researchers for the first time to join up biological data with information about lifestyle, environment, health, and health services use. The resource will be useful to researchers from many different disciplines and enable linkages between diverse fields including genetics, proteomics, metabolomics, epigenetics and clinical, population health, and health service research.

A large-scale ‘joined-up’ resource will be a catalyst for new research about the interaction of genes and environment. When the resource is established, it will have the potential to identify new screening and early diagnosis tools and to contribute to personalised medicine.

We are aiming to collect blood samples from at least 50,000 participants in the 45 and Up Study. In 2017–18, we collected the first samples in partnership with NSW Health Pathology; a collection of this size is only possible because of the establishment of the NSW Health Statewide Biobank, where the samples will be stored.

New research has already commenced to make use of the 45 and Up Study and NSW’s genome sequencing capacity based at the Garvan Institute of Medical Research in Sydney. In September 2017, a collaborative research project to investigate bipolar disorder using the **45 and Up Study** was announced as successful in receiving a \$2.46 million funding grant as part of the NSW Health’s Genomics Collaborative Grants Program. The research is being led by Neuroscience Research Australia (NeuRA), which is headed by Professor Peter Schofield, and aims to collect 1200 different blood samples from participants in the 45 and Up Study and sequence the full genomes to identify the genetic risk factors for bipolar disorder and inform the future of potential personalised treatment.

6 Decision Analytics: a ‘what-if’ tool to understand complex problems

Decision makers are often faced with the challenge of determining what actions to take to address complexly determined health issues, with multiple interacting drivers and incomplete evidence. Through our **Decision Analytics** program, led by Associate

“**The biospecimen collection will be a valuable adjunct to the incredible resource that the 45 and Up Study has been and will become.**

Professor Peter Schofield, Executive Director and CEO of NeuRA (Neuroscience Research Australia), and Professor, School of Medicine, UNSW Sydney



Professor Jo-An Atkinson, we have been grappling with this challenge through the use of systems approaches to provide decision makers with a 'what-if' tool that lets them explore the impact of different intensities and combinations of interventions.

Our approach draws together policy makers, program and service providers, clinicians and leading researchers to develop a shared model of an issue such as obesity or alcohol use. The team uses cutting-edge modelling methods to develop the model and integrate the best available data. The resulting model provides decision makers with a way of understanding which strategies or combinations of interventions are likely to be the most effective – before they are implemented in the real world.

The Decision Analytics team applies a unique participatory approach, providing better transparency of models and their assumptions, and enabling the research team to distil evidence, data and real-world knowledge in a way that captures the complex and dynamic nature of our most challenging health and social problems.

So far, we have developed interactive models to explore how best to reduce smoking prevalence (and disparities among disadvantaged groups), alcohol-related harms, overweight and obesity, diabetes in pregnancy, chronic obstructive pulmonary disease, lifestyle-related chronic disease, and to inform suicide prevention and integration of service planning across health systems. Our models are being used to support decisions at many levels to improve population health and wellbeing.



Experts take part in a workshop to develop a simulation model to explore the effectiveness of options to reduce alcohol-related harm.

career researchers are enthusiastic about the potential of partnership research, they often feel that they lack the skills to initiate and deliver this kind of research.

The course, **'Building successful partnerships for policy-relevant research'**, was launched this year using a skills-based and problem-solving approach. The course is believed to be unique internationally; a search was undertaken during the course's development to see what similar training was offered elsewhere or in other countries, and no examples of comparable training courses were identified.

The course was delivered three times during 2017-18, and many senior researchers and policy makers are contributing to the course along with experts in communications. Participants have been very positive about the impact on their skills and expertise. In feedback, one participant said the course had "completely opened up my horizons of what's possible and good practice – tangible, practical advice and strategies", while another described it as "a mind-opening, potentially career-changing experience – how often does that happen in a three-day course?"

Funded by NHMRC and NSW Health, Dr Anna Williamson is evaluating the impact of the training program on the skills of participants. A pilot evaluation of the first two rounds of the course demonstrated significant increases in participants' self-reported skills and confidence in initiating and sustaining research partnerships with policy agencies. These improvements were maintained at six months after course participation.

The Building Successful Partnerships course is part of a suite of training courses offered by the Institute.

7 Building researchers' skills in partnering with policy agencies

This year saw the launch of our innovative course for early career researchers to help researchers build partnerships with policy makers and to understand the essentials of how to engage and communicate effectively about their work.

Partnership and co-produced research, where policy agencies and researchers work together, has the potential to yield findings that are much more relevant for policy and therefore have a greater impact. While early

8 Enhanced 45 and Up Study: richer data for understanding health trajectories

The **45 and Up Study** is on its way to becoming even more useful to researchers and decision makers, with the launch in 2017–18 of its ‘third wave’ of data collection.

Cohort studies such as the 45 and Up Study become increasingly valuable over time as tools to help researchers understand the factors that promote good health and wellbeing. The launch of Wave 3 of the Study will provide much more information about how health develops along a person’s life course – enabling examination of, for example, the way that mental health, cardiovascular disease or disability changes over a decade. As Australia’s largest cohort study, it will provide unique information about which people are most likely to remain healthy as they age. This will enable better policy and service delivery to meet the needs of Australia’s ageing population. By the end of 2017–18, over 52,000 participants had been invited to participate.

Wave 3 also enhances the data available by adding new questions on wellbeing, electronic cigarettes, blood transfusion, family circumstances during

childhood, motor impairment, food security and carers – promising important new data that will ensure the Study retains its prominence as a vitally important asset in Australia’s health research landscape. The Study receives funding from Cancer Council NSW, National Heart Foundation of Australia, the Australian Red Cross Blood Service, the NSW Ministry of Health and NSW Government Family and Community Services and the Disability Council NSW.

In the meantime, many new policy-relevant findings continue to emerge from 45 and Up Study data. In 2017–18, the Study gave insights into better breast cancer management, by showing women with breast cancer who discontinued endocrine therapy earlier were less likely to consult their general practitioner in the six months following discontinuation than those who remained on therapy. It also shed light on bowel cancer screening uptake, by showing which groups in the Australian community are less likely to access screening. Meanwhile, the Study also helped illustrate the link between depression and ischaemic heart disease, by demonstrating that psychological distress in middle-aged and older people may signal the early signs and symptoms of the disease.



Celebrated health researcher Prof Ian Frazer AC told the Sax Institute’s 45 and Up Study Forum that health research must help address the challenge of population ageing and chronic disease.



PARTNERSHIPS

The Sax Institute has expertise in creating and sustaining complex partnerships, as illustrated by its work in Aboriginal health, in the 45 and Up Study and through The Australian Prevention Partnership Centre. In 2017–18 we increased our national footprint, with partnerships and funders based in every state and territory.

9 Five-year funding for the Sax Institute from the NSW Government

In May 2018, NSW Health committed to funding the Institute for the next five years to deliver on outcomes that build research capacity in NSW and increase the use of research in policy, programs and service delivery. The Institute will also provide specific services to NSW Health including reviews, capacity development and SURE licences. This funding helps support the core infrastructure of the Institute, and places us on a stable footing to continue to expand our contribution into the future.

The funding commitment reflects the depth of our relationship with NSW Health. Many of the examples throughout this document illustrate collaboration between the Institute and the Ministry, and we work with many different parts of NSW Health. For example, the Cancer Institute NSW, Agency for Clinical Innovation (ACI) and some of the Local Health Districts use data from the 45 and Up Study to assist in planning and evaluation. The Health Alliance for Research Collaboration (HARC) – a collaboration between the Sax Institute, Bureau of Health Information, ACI, Clinical Excellence Commission and Cancer Institute NSW – has provided a unique opportunity in 2017–18 to examine the ways in which clinical leadership contributes to unwarranted clinical variation.

In 2017–18, we have also had many opportunities to work collegially with NSW Health – for example, we have been grateful for the contribution of Ministry staff to the Building Successful Partnerships program, for initiatives through The Australian Prevention Partnership Centre and for support for our Knowledge Mobilisation Conference. NSW Health Pathology has been our major partner on the work to collect blood samples from 45 and Up Study participants.

The signing of the new five-year funding agreement follows the successful conclusion of the previous agreement. Over the five years to 30 June 2018, the



The NSW Government was one of the original funding partners of The Australian Prevention Partnership Centre, and is also among the funders for the Prevention Centre's second five-year funding phase. Pictured at the launch in early July 2018: L-R Prevention Centre Associate Director Ms Emma Slaytor; Prof Adrian Bauman, a member of the Centre's Leadership Executive; Prevention Centre Director Prof Andrew Wilson; Sen Bridget McKenzie; researcher Dr Anne Grunseit, and PhD candidate Jan Shantosh.

Institute delivered 184 evidence reviews, evaluation plans and other analysis services through the funding agreement. We supported 108 collaborative research programs; enabled the establishment of 76 new early career researcher posts; recorded 60 examples of research making a significant contribution to policy development; and contributed to the securing of nearly \$58 million in additional research funds that have flowed to NSW.

As well as producing internationally significant research, the Prevention Centre has created a strong platform for researchers, policy makers and program practitioners to work together in co-production. It has built capacity in systems thinking, developed a significant number of policy-relevant methods and tools, and has established a national profile for prevention.

In the next five years, the Prevention Centre will expand its national focus, find the best ways to implement and scale up policies and programs, and extend its work with high-risk and vulnerable populations.

10 The Australian Prevention Partnership Centre: partnerships for co-production

The success of the first phase of **The Australian Prevention Partnership Centre** was recognised this year, with announcement of a second phase of funding from the National Health and Medical Research Council. More funding partners are joining the collaboration in this second phase, including the Australian Government Department of Health, the health departments of New South Wales, the Australian Capital Territory, South Australia and Tasmania, as well as Cancer Council Australia and the Victorian Health Promotion Foundation, VicHealth – bringing the total funding for the Prevention Centre to over \$15 million over five years.

The Prevention Centre is administered by the Sax Institute and led by Professor Andrew Wilson. It addresses systems approaches to the prevention of lifestyle-related chronic disease and applies a systems lens to the problem of chronic disease in Australia to consider the multiple inter-connected factors contributing to people's health behaviour and identifying where change is needed at different levels. The Centre is also undertaking a \$10 million program of work funded by the Medical Research Future Fund, announced last year.

In its first five years, the size and complexity of the Centre's program of work has been substantial. It has grown to involve more than 200 researchers, policy makers and practitioners nationally, who have worked together on 40 research projects across a number of health priority areas including obesity, nutrition, smoking, physical activity levels and harmful alcohol consumption.

“The benefit of working with the Prevention Centre is that we are working towards a better conceptualisation of the importance of prevention and how it can be applied within the Australian context.”

Dr Jo Mitchell, Executive Director of the Centre for Population Health, NSW Ministry of Health



11 National and international partnerships for knowledge mobilisation: Sax Institute's inaugural Knowledge Mobilisation conference

A demonstration of the Sax Institute's growing reach and productive partnerships in Australia and internationally came with Australia's first national conference on knowledge mobilisation in health and social policy, which was held at the very end of 2017–18. The conference was headlined by some of the world's top thinkers in the translation of health research into policy and practice, an important and growing area in which Australia excels on the world stage.

The past two decades have seen a rapid rise in interest in knowledge mobilisation across the globe. While there have been some major strides in our understanding of how to increase the impact of research in health decision making, many challenges remain. How can we make

the most of opportunities for co-production? What can we learn from and contribute to this work in low- and middle-income countries? How do we integrate research with the delivery of health care? How can we evaluate the impact of knowledge mobilisation?

We were pleased to have the Agency for Clinical Innovation and the Department of Foreign Affairs and Trade as leaders in the meeting. Keynote speakers included Professor Nicholas Mays, Professor of Health Policy, Policy Innovation Research Unit at the London School of Hygiene and Tropical Medicine; leading health services researcher Professor Andy Bindman, Professor, Medicine and Epidemiology and Biostatistics at the University of California San Francisco; Dr Abdul Ghaffar, Executive Director, Alliance for Health Policy and Systems Research, at WHO Headquarters; and Dr Ian Scott, Director, Internal Medicine and Clinical Epidemiology, Princess Alexandra Hospital in Brisbane.

The event was fully subscribed, attracting 200 participants from across Australia and New Zealand, including policy makers, researchers and practitioners from health and social sectors. An evaluation returned high levels of satisfaction from conference attendees: one described the event as having “an amazing, world-class set of speakers and presenters”, while another said it was “all relevant to my work – very well targeted, and there seemed to be a lot of excitement among other attendees”. Others said the conference was “very professionally organised and a great ‘vibe’”, while another said simply “Loved it – will definitely attend again!”.

The Sax Institute will build on the conference’s success with follow-up events in 2019–20 and beyond.

12 Partnerships for policy action: SEARCH annual forum

The strong partnerships with the Aboriginal Community Controlled Health Services developed through SEARCH were recognised in 2017–18, with the SEARCH annual forum opened by the Australian Government’s Minister for Indigenous Health. Minister Ken Wyatt praised the study as a “jewel in the crown” that was helping to improve health outcomes for Aboriginal people. This forum also provided an opportunity to strengthen engagement with the Australian Government and increase national awareness of the unique data emerging from the study.

Minister Wyatt told the forum in Sydney in August 2017 that SEARCH (the Study of Environment on Aboriginal Resilience and Child Health) was one of Australia’s shining examples of life-changing care and research that were leading to healthier children.

SEARCH involves 1600 children and their families and is Australia’s largest long-term study of the health and wellbeing of urban Aboriginal children. It is an active partnership between Aboriginal Community Controlled Health Services and researchers, in which the health services set the research priorities and guide how data is collected, interpreted and used.

“We are better off informed by data that comes from our people and often collaborations with research institutes give me guidance,” Minister Wyatt told the forum. “It really does inform the way we consider our approach to Closing the Gap”.

“**What a fabulous conference. The content is keeping my brain busy, influencing our approach to policy work and I am still following up with the connections I made during the meeting.**

Professor Sanchia Aranda, CEO, Cancer Council Australia, speaking of the Sax Institute’s Knowledge Mobilisation Conference in mid-2018.



In March 2018, Minister Wyatt invited SEARCH to be part of a roundtable on Indigenous ear health after being informed of findings on hearing loss and otitis media from SEARCH. The aim of the roundtable, which is ongoing, is to develop an agreed position on priority focus areas with a view to having a plan for the next five years that will bring tangible improvements for Indigenous Australians.

Contributing to improved health and social outcomes for Aboriginal Australians is a core focus for the Sax Institute, and we are proud of the achievements of the SEARCH program and the acknowledgement of its contribution at senior Ministerial levels.



Panel discussion on 'Knowledge mobilisation for system change' at the Sax Institute's Knowledge Mobilisation 2018 conference, with L-R Prof Andy Bindman, University of California, San Francisco; Mr Alex King, NSW Department of Premier and Cabinet; and Prof Jane Hall, University of Technology Sydney.



Members of the Tharawal Aboriginal community involved in the Sax Institute's SEARCH study. Pictured from left to right: (Back row) Ms Christine Carriage (Tharawal Board member), Ms Jodie Bell (Tharawal manager), Mr Darryl Wright AM (CEO, Tharawal Aboriginal Corporation), Ms Mary Chatfield (Oorunga Wandarrah MACS Centre Manager), Mr Dylan Croall (Tharawal Board member); (Middle row) Ms Tallulah Lett (Tharawal Practice Manager and SEARCH parent), Auntie Muriel Brandy (Elder), Auntie Margaret Anderson (Elder); (Front row) Marla-Rai Lett (SEARCH participant), Taneisha Rose Roberts (SEARCH participant), and Kerrie-Anne White (SEARCH parent).



Concise Financial Statements

for the Year Ended 30 June 2018

CONTENTS

Directors' report	18
Statement of profit or loss and other comprehensive income	22
Statement of financial position	23
Statement of changes in equity	24
Statement of cash flows	25
Directors' declaration	26
Report of the Independent Auditor on Concise Financial Statements	27

Note: The following are a set of Concise Financial Statements. The full Financial Statements for the year ended 30 June 2018 with accompanying notes are available on The Sax Institute website: www.saxinstitute.org.au

Directors' report

The Sax Institute
30 June 2018

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2018.

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)

Ms Kim **Anderson**
(Appointed 13 September 2017)

Professor Julie **Byles**
(Resigned 21 November 2017)

Dr Kerry **Chant**

Professor Robert **Cumming**

Professor Stephen **Jan**

Dr George **Jessup**

Mr Michael **Lambert**

Mr Christopher **Paxton**

Professor David **Preen**
(Appointed 21 November 2017)

Professor Peter **Smith**

Professor Nicholas **Talley**

Professor Johanna **Westbrook**

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

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

Information on directors

NAME: Irene **Moss** AO

TITLE: Dr

QUALIFICATIONS: 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

NAME: Selina **Redman** AO

TITLE: Professor

QUALIFICATIONS: BA (Psych), BA (Hons) (Psych), PhD

EXPERIENCE AND EXPERTISE: Expertise in public health, research and knowledge mobilisation. Currently chairs the Advisory Committee of the Australian Women's Longitudinal Study on Women's Health; is a member of the ACI Reducing Unwarranted Clinical Variation Taskforce; and is a member of the Strategic Research Committee, The Australian Red Cross Blood Service

SPECIAL RESPONSIBILITIES: Chief Executive Officer

NAME: Kim **Anderson**

TITLE: Ms

QUALIFICATIONS: BA, Post Graduate Diploma in Library and Information Science

EXPERIENCE AND EXPERTISE: Non-Executive Director of ASX listed companies Carsales, WPP AUNZ and Marley Spoon. Chairperson of *beem it*. Former CEO of Southern Star Entertainment. Former CEO and founder of Reading Room Inc (bookstr.com)

NAME: Julie **Byles**

TITLE: Professor

QUALIFICATIONS: PhD, Bachelor of Medicine

EXPERIENCE AND EXPERTISE: Director, Research Centre for Gender, Health and Ageing, Faculty of Health and Medicine, The University of Newcastle

NAME: Kerry **Chant**

TITLE: Dr

QUALIFICATIONS: MBBS, FAFPHM, MHA, MPH

EXPERIENCE AND EXPERTISE: Deputy Director-General, Population and Public Health and Chief Health Officer, NSW Health

NAME: Robert **Cumming**

TITLE: Professor

QUALIFICATIONS: MBBS, MPH, PhD

EXPERIENCE AND EXPERTISE: Professor of Epidemiology, Sydney School of Public Health, The University of Sydney

NAME: Stephen **Jan**

TITLE: Professor

QUALIFICATIONS: PhD, Masters of Economics, Bachelor of Economics

EXPERIENCE AND EXPERTISE: Professor of Health Economics, The George Institute for Global Health, University of NSW, Honorary Professor of Health Economics, Sydney Medical School, The University of Sydney

NAME: George **Jessup**

TITLE: Dr

QUALIFICATIONS: MB, BS, MBiomedEng, MBA

EXPERIENCE AND EXPERTISE: Director, Blue Jay Ventures Pty Ltd

SPECIAL RESPONSIBILITIES: Member, Audit and Risk Management Committee

NAME: Michael **Lambert**

TITLE: Mr

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

EXPERIENCE AND EXPERTISE: Administrator of the National Health Funding Pool, public finance, corporate finance, government, public policy and health sector

SPECIAL RESPONSIBILITIES: Chair, Audit and Risk Management Committee.

NAME: Christopher **Paxton**

TITLE: Mr

QUALIFICATIONS: BA (Hons) in Economics (UK), MBA (UK)

EXPERIENCE AND EXPERTISE: Partner, PwC PricewaterhouseCoopers Australia

SPECIAL RESPONSIBILITIES: Member, Audit and Risk Management Committee

NAME: David **Preen**

TITLE: Professor

QUALIFICATIONS: BSc(Hons) PhD

EXPERIENCE AND EXPERTISE: Chair in Public Health at the School of Population and Global Health University of Western Australia

NAME: Peter **Smith**

TITLE: Professor

QUALIFICATIONS: RFD, MD, FRACP, FRCPA, FAICD

EXPERIENCE AND EXPERTISE: Former Dean of Medicine, UNSW and University of Auckland. Executive Chair, Evexia Care Pty Ltd

SPECIAL RESPONSIBILITIES: Chair, Research Governance Committee

NAME: Nicholas **Talley**

TITLE: Professor

QUALIFICATIONS: Doctor of Medicine, The University of New South Wales. Master of Medical Science (Clinical Epidemiologist), The University of Newcastle; PhD, The University of Sydney; MBBS, The University of New South Wales

EXPERIENCE AND EXPERTISE: Pro Vice-Chancellor, Global Research, The University of Newcastle, and Professor of Medicine

NAME: Johanna **Westbrook**

TITLE: Professor

QUALIFICATIONS: BAppSc, With Distinction, The University of Sydney. MHA, University of New South Wales. Grad Dip App Epidemiology. PhD, The University of Sydney.

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 over 30 years of senior finance experience.

Objectives

Our Mission

To improve health and well being 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 2023, 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 2023, 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) Increased and diverse sources of untied income
- e) Increased order book for future income.

Strategy for achieving the objectives

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

1. Increase our impact on health systems, health and wellbeing by better disseminating and stimulating use of our research findings.
2. Strengthen and balance our portfolio of assets, programs and services to ensure it delivers on our mission through strategic innovation and judicious selection of programs and services.

3. Increase our ability to deliver high-quality services and programs within a dynamic environment by developing our internal expertise, better engaging with external expertise and by strengthening our responsiveness and flexibility.
4. Strengthen our partnerships profile and marketing through more responsive ways of working and by increasing our profile with strategically important audiences.
5. Strengthen our long-term financial sustainability through improved financial management, efficiencies and business models and by developing new sources of untied funds.
6. Strategically position our research platforms to ensure that they remain valuable in a rapidly changing environment.
7. Expand our programs and services to better provide new intelligence that helps our partners address challenges in policy, program and service delivery.
8. 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 and 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 2018, and the number of meetings attended by each director were:

	Board		Audit and Risk Management Committee		Research Governance Committee	
	A	B	A	B	A	B
Irene Moss	4	4	1	1	1	1
Selina Redman	4	4	4	4	-	-
Kim Anderson	4	4	-	-	-	-
Julie Byles	1	1	-	-	-	-
Kerry Chant	4	2	-	-	-	-
Robert Cumming	4	3	-	-	-	-
Stephen Jan	4	2	-	-	-	-
George Jessup	4	4	4	4	-	-
Michael Lambert	4	4	4	4	-	-
Christopher Paxton	4	2	4	2	-	-
David Preen	3	2	-	-	-	-
Peter Smith	4	2	-	-	1	1
Nicholas Talley	4	2	-	-	-	-
Johanna Westbrook	4	1	-	-	-	-
Jane Stanton (non-Director)	-	-	4	3	-	-
Judith Whitworth (non-Director)	-	-	-	-	1	-

A – Number of meetings eligible to attend.

B – Number of meetings attended.

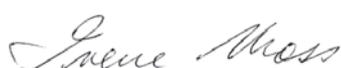
Contributions on winding up

The Sax Institute is 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 2018 the collective liability of members was \$480 (2017: \$480).

This report is made in accordance with a resolution of directors on this 13th day of September 2018.

On behalf of the Board of Directors



Dr Irene Moss
Chair of Board of Directors



Professor Selina Redman
Executive Director

Statement of profit or loss and other comprehensive income

The Sax Institute

For the year ended 30 June 2018

	2018 \$	2017 \$
Revenue	14,945,800	14,657,300
Other income	376,600	205,800
Expenses		
Project specific costs	(6,045,700)	(5,740,900)
Employee benefits expense	(7,745,200)	(8,186,900)
Depreciation and amortisation expense	(443,200)	(574,800)
Administration expenses	(1,045,900)	(996,800)
Other expenses	-	(61,000)
Surplus/(deficit) before income tax expense	42,400	(697,300)
Income tax expense	-	-
Surplus/(deficit) after income tax expense for the year attributable to the members of The Sax Institute	42,400	(697,300)
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year attributable to the members of The Sax Institute	42,400	(697,300)

Statement of financial position

The Sax Institute
As at 30 June 2018

	2018 \$	2017 \$
Assets		
Current assets		
Cash and cash equivalents	13,894,800	16,201,800
Trade and other receivables	1,631,000	2,028,400
Available-for-sale financial assets	523,800	513,600
Other	802,200	652,000
Total current assets	16,851,800	19,395,800
Non-current assets		
Property, plant and equipment	717,500	1,088,500
Other	250,500	239,700
Total non-current assets	968,000	1,328,200
Total assets	17,819,800	20,724,000
Liabilities		
Current liabilities		
Trade and other payables	1,775,100	2,466,000
Employee benefits	499,700	519,700
Other	9,554,700	7,980,700
Total current liabilities	11,829,500	10,966,400
Non-current liabilities		
Employee benefits	173,000	162,800
Other	4,432,300	8,252,200
Total non-current liabilities	4,605,300	8,415,000
Total liabilities	16,434,800	19,381,400
Net assets	1,385,000	1,342,600
Equity		
Retained surpluses	1,385,000	1,342,600
Total equity	1,385,000	1,342,600

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

Statement of changes in equity

The Sax Institute

For the year ended 30 June 2018

	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

	Retained surplus \$	Total equity \$
Balance at 1 July 2017	1,342,600	1,342,600
Surplus after income tax expense for the year	42,400	42,400
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	42,400	42,400
Balance at 30 June 2018	1,385,000	1,385,000

Statement of cash flows

The Sax Institute

For the year ended 30 June 2018

	2018 \$	2017 \$
Cash flows from operating activities		
Receipts from grants	14,241,300	24,061,800
Payments to suppliers and employees	(16,832,100)	(15,184,500)
Donations received	74,600	50,000
Interest received	291,700	122,400
Net cash from/(used in) operating activities	(2,224,500)	9,049,700
Cash flows from investing activities		
Proceeds from available-for-sale investments	1,650,000	1,540,000
Purchase of property, plant and equipment	(72,200)	(653,100)
Purchase of available-for-sale investments	(1,660,300)	(1,529,800)
Net cash used in investing activities	(82,500)	(642,900)
Cash flows from financing activities		
Net cash from financing activities	-	-
Net increase/(decrease) in cash and cash equivalents	(2,307,000)	8,406,800
Cash and cash equivalents at the beginning of the financial year	16,201,800	7,795,000
Cash and cash equivalents at the end of the financial year	13,894,800	16,201,800

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

Directors' declaration

The Sax Institute

30 June 2018

In the Directors' opinion:

- The attached financial statements 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 financial statements and notes give a true and fair view of the company's financial position as at 30 June 2018 and of its performance for the financial year ended on that date
- 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 2018.

On behalf of the Board of Directors



Dr Irene Moss

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 2018, 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 2018.

In our opinion, the summary financial statements derived from the audited financial report of The Sax Institute for the year ended 30 June 2018 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 2018.

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*.

William Buck
Chartered Accountants
ABN 16 021 300 521

L.E. Tutt
Partner
Sydney, 13 September 2018

CHARTERED ACCOUNTANTS & ADVISORS

Sydney Office
Level 29, 66 Goulburn Street
Sydney NSW 2000
Telephone: +61 2 8263 4000

Parramatta Office
Level 7, 3 Horwood Place
Parramatta NSW 2150

PO Box 19
Parramatta NSW 2124
Telephone: +61 2 8836 1500
williambuck.com

Our thanks

The Sax Institute would like to thank the following individuals and organisations for their generous donations:

Julian Beaumont	Janet Dawson
Elizabeth Bryan AM	Anne Ferguson
Philip Cave	Merrick Fry
Commonwealth Bank of Australia	Rod Holdaway
Hunter Valley Wine and Tourism Association	Peter Jones
Bryan McGuigan AM	Jan King
Macquarie Group Foundation	Tim Kyle
Allan Moss AO	Frank Littler
Irene Moss AO	Peter Powditch AM
National Australia Bank	Emeritus Professor Virginia Spate AC
Oaks Cypress Lakes Resort	
P & S Salteri	
PricewaterhouseCoopers	
Jerome Scarborough	
Chris Tyrell	

In this Annual Report, the Sax Institute honours the life and achievements of Associate Professor Sonia Wutzke, who was Deputy Director of The Australian Prevention Partnership Centre and Head of the Analysis and Evaluation Division at the Institute before her untimely death in December 2017.



Supporting smart decisions. Powered by research.

The Sax Institute
Level 12, 235 Jones Street Ultimo NSW 2007
PO Box K617, Haymarket NSW 1240
Australia

www.saxinstitute.org.au

Follow us on Twitter [@SaxInstitute](https://twitter.com/SaxInstitute)