



# Chief Executive's Board Report

November 2023

---

# Contents

---

## OVERALL PERFORMANCE

Patient Flow and Access	2
Financial Performance	4
Safety and Quality Indicators	5

---

## CLINICAL CARE AND IMPROVEMENT

Clinical Governance and Patient Experience	5
Integrated Care	8

---

## SERVICE UPDATES

Mental Health, Drug and Alcohol (MHDA)	9
Primary and Community Health (PACH)	9
Aboriginal and Torres Strait Islander Health Service	9
Health Counter Disaster	9

---

## OUR STAFF

People and Culture	10
Nursing and Midwifery	11
Medical Services	12
Allied Health	13

---

## RESEARCH AND INNOVATION

Service Improvement and Innovation	14
Research	14
Kolling Institute	14

---

## DIGITAL HEALTH AND COMMUNICATIONS

Information, Communications and Technology	14
NSLHD Communications	16

---

## PHILANTHROPY

NORTH Foundation	17
------------------	----

---

## CHIEF EXECUTIVE

## NSLHD Overall Performance

Northern Sydney Local Health District (NSLHD) remains at Performance Level 0 – ‘No Performance Issues’.

This is the highest Performance Level attainable, in accordance with the NSW Health Performance Framework.

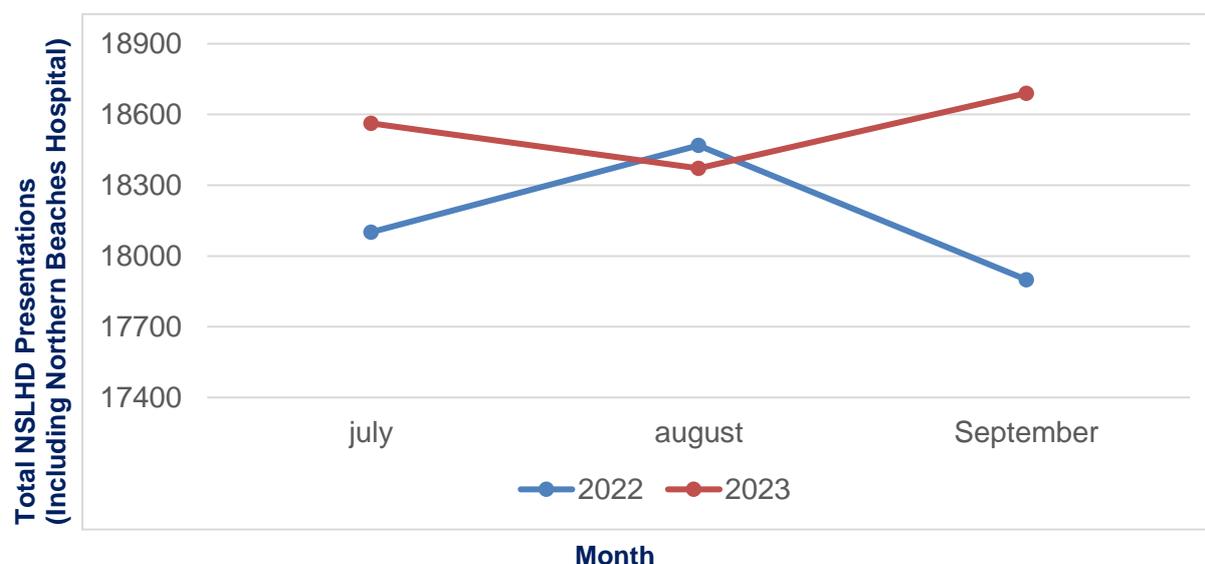
## Patient Flow and Access

### Emergency Department (ED) Presentations Results (By Hospital)

In September 2023, there were 18,690 presentations to NSLHD Emergency Departments, an increase of 4% (17,900 presentations) when compared to September 2022.

Hospital	ED Presentations September 2023	Change from September 2022	
RNSH	7106 presentations	↑	7.2% increase
HKH	4063 presentations	↑	9.5% increase
Ryde	2336 presentations	↓	0.5% decrease
NBH	5185 presentations	↓	1.1% decrease

### Emergency Department (ED) Presentations Results (Total NSLHD)



### Emergency Treatment Performance (ETP) Results

Emergency Treatment Performance (ETP) for NSLHD was 55% in September 2023 against the overall target of 81%. This demonstrates no change when compared to September 2022 (55%). Improvement actions include utilisation of short stay models (EDSSU, MAU), length of stay meetings and implementation of executive huddles and escalation pathways.

Hospital	ETP September 2023	Change from September 2022	
RNSH	47%		No change
HKH	67%	↓	3% decrease
Ryde	70%		No change
NBH	46%	↓	9% decrease

### Transfer of Care (ToC) Results

Overall ToC for NSLHD was 87% in September 2023 against the target of 90%. Improvement action plans include enhancing Emergency Department (ED) models of care to support bed capacity in ED such as ED Short Stay and MAU, implementation of an ambulance offload to the waiting room protocol, enhanced utilisation of virtual models of care (Hospital avoidance and inpatient) including HITH/virtual care services and Ambulance direct referral to Geriatric outreach services.

Hospital	ToC September 2023	Change from September 2022	
RNSH	79%	↓	1% decrease
HKH	93%	↓	1% decrease
Ryde	99%	↓	2% decrease
NBH	87%	↑	10% increase

### ED Triage Results

Actions to support improvement in triage categories 2 and 3 include continuing to trial nurse protocol initiatives at RNS, Ryde and Hornsby Hospitals to support waiting room management, utilising fast track models of care and maintaining high data quality processes to accurately record treatment times.

Triage Category Results					
Hospital	Category 1 (target 100%)	Category 2 (target 80%)	Category 3 (target 75%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	100%	84%	80%	79%	90%
RNSH	100%	76%	74%	80%	92%
HKH	100%	87%	77%	79%	91%
Ryde	100%	90%	90%	85%	89%
NBH	100%	81%	77%	70%	87%

### Elective Surgery Access Performance (ESAP) Combined NSLHD Results

NSLHD has 303 patients overdue for elective surgery as at the end of September 2023. This is an improvement of 47% since March 2023 and 41% from January 2023. NSLHD have reduced the number of overdue patients by 46% since Sept 2022.

	Target	September 2022
Category 1	100%	100%
Category 2	97%	84.29%
Category 3	97%	80.41%

### Average Length of Stay (ALOS) (Rolling 12 Months)

Hospital	Target	September 2022
RNSH	5.33	5.28
HKH	4.51	4.23
Ryde	4.37	5.48

#### Legend

● Hospital on or above target

## Financial Performance

### General Fund

#### Overview

The District’s Net Cost of Service (NCOS) for October 2023 was \$1.18m (1.07%) favourable, resulting in \$10.4m (-2.6%) unfavourable position YTD. This unfavourable position incorporates costs associated with the higher level of activity, increased overtime costs, increase utility charges and CPI adjusted price increase for consumables. The District will address this deficit by working collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability, as we continue to unwind from COVID-19 and return to business as usual.

Furthermore, the District is currently facilitating and providing support to each hospital and service to develop and execute Efficiency Improvement Plans (EIPs).

#### Total Expenses

Total Expenses were \$3.98M (2.1%) favourable for the month and \$8.46M (-1.18%) unfavourable YTD. The un-favourability for the month is being driven by FTE and G&S costs mainly at RNSH and Hornsby due to clinical activity. The District will remain vigilant to limit financial pressures as FTE levels and activity returns to pre-pandemic levels.

District Finance will continue to direct effort to EIPs and engage with each service to reduce this deficit throughout the financial year. \$10.1m of EIPs have thus far been submitted to the Ministry, with several additional plans being finalised.

Full year Expense forecast for the District is expected to be \$30.0m unfavourable

#### Revenue

Total NSLHD Own Sources Revenue is \$0.58m (0.19%) favourable YTD, a result that is exceeding expectations, due in part to several Intrahealth Revenue and external user charges. However, meeting the overall Revenue target will continue to present as a challenge to the District in the new financial year.

In response, the District’s Revenue team in conjunction with Facility based Finance teams will lead various Revenue generating initiatives such as increasing Private Health Insurance conversions, improvements in staff specialist billings and improving ineligible patient billings.

Full year Revenue forecast for the District is expected to be \$10.0m unfavourable

#### Other item/s

The end of October 2023 general fund bank account balance held at Westpac was \$6.1m. Under the Ministry of Health Cash Management Reform initiative, all Health Entity’s outgoing payments are paid centrally by Healthshare. The Ministry of Health sweep Health Entity’s general fund bank account to zero on a fortnightly basis.

## Safety and Quality Indicators

Safety and Quality (October 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>1*</sup>		≤ 1.0	0.5	0.5		≤ 1.0	0.6	0.4
ICU CLAB Infection Rate <sup>1*</sup>		= 0.0	0.0	0.0		= 0.0	0.0	0.0
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days <sup>1</sup>		≤ 13.0%	11.3%	1.7%		≤ 13.0%	11.5%	1.5%
MH: APDC Follow Up Within 7 days <sup>1</sup>		≥ 75%	84%	8.6%		≥ 75%	84%	8.7%
Unplanned Hospital Readmissions <sup>#</sup>		6.9%	5.8%	-1.1%		6.1%	5.9%	-0.2%

<sup>1</sup>Data 2 month delay

<sup>#</sup> Unplanned Hospital Readmissions targets are prior year actual.

## Clinical Care and Improvement

### Clinical Governance and Patient Experience

#### Consumer Engagement

The inaugural NSLHD Safety and Quality Consumer and Staff Forum was held on 4 October 2023 at Royal North Shore Hospital. The hybrid event, co-designed with Consumer Advisors, was attended by 156 people made up of representatives from the Clinical Excellence Commission, Ministry of Health, the Australian Commission on Safety and Quality in Healthcare, NSLHD Board members and Executive, and NSLHD staff, consumers, and volunteers.

A number of other events are being planned across NSLHD to support the Ministry of Health initiative: *Gathering of Kindness Week* from 13 - 17 November 2023. This initiative is designed to support NSLHD staff and consumers to continue conversations about kindness and compassion in healthcare. The Ministry of Health has continued their partnership with the Hush Foundation and will host a hybrid program that is focused on *“My KIND of experience-Reframing quality and safety”* and the actions and moments that matter to us all in transforming experiences in healthcare.

#### Short Notice Assessment Preparation

MHDA conducted a simulated Short Notice Assessment the week commencing 16 October and will present their learnings and experience to the National Standards Governance Meeting. ‘Estimations of completions’ have commenced for National Standard 7 Blood Management, ACSQHS Advisories and Clinical Care Standards this month for presenting a district-wide view at the December National Standards Governance Meeting. By the December meeting the Committee will have achieved reviewing NSLHD’s progress against the full suite of National Standards 1 – 8, the ACSQHS Advisories, Clinical Care Standards and related risks/issues, in addition to other National Standards mandatory requirements, throughout the year.

In collaboration with Australian Council of Healthcare Standards and NSLHD’s Director of Nursing/Midwifery, the Director Clinical Governance & Patient Experience and the

National Safety and Quality Health Service Standards Manager is organising online National Standards training for front line staff in preparation for Short Notice Assessments.

### **NSLHD Drug and Therapeutic Committee and NSW Formulary**

The implementation of the NSW Medicines formulary at NSLHD is in progress under the guidance and leadership of The NSLHD NSW Formulary Advisory Group. A comprehensive ongoing communication plan is underway through education and information sessions regarding the implementation with status updates and important milestone announcements.

The promotion and communication of ‘Go live for NSW Medicines Formulary’ for NSLHD will be part of Medication Safety Week starting 23 October.

As part of implementation of NSW Medicines formulary work is in progress for building visual indicators for formulary and non-formulary at point of prescribing in eMR. Phase 1: Visual indicator at point of prescribing in eMR. The different icons will differentiate unrestricted and restricted items at point prescribing.

### **State and National Awards**

The NSW Health Awards – now in their 25<sup>th</sup> year - recognise personalised, sustainable, and digitally enabled health programs that deliver outcomes that matter most to patients and invest in the wellness of the NSW community. This year four NSLHD finalist teams were recognised at the 2023 NSW Health Awards ceremony held on 24 October.

Royal North Shore Hospital’s Concussion Service was awarded joint winner for ‘Patient Safety First Award’. The RNSH Concussion Clinic, established in 2022, was the first clinic in Australia to provide specialised management of concussion within an open, multidisciplinary framework.

Royal North Shore Hospital was Highly Commended in the ‘Health Research Award’ category for its research into transforming fluid resuscitation in intensive care. Over a 22-year period, researchers from Royal North Shore Hospital, in collaboration with The George Institute for Global Health and the Australian and New Zealand Intensive Care Society (ANZICS) Clinical Trials Group, produced ground-breaking research to determine best practice in using fluid resuscitation to reduce mortality in critically ill patients.

The other teams receiving celebrated at the 2023 NSW Health Awards were:

- Royal North Shore Hospital’s Reducing Anaesthetic Greenhouse Gases – Finalist, Environmental Sustainability Health Award
- Mental Health Drug and Alcohol’s No Suppression Group – Finalist, Excellence in the Provision of Mental Health Services Award

RNSH’s Concussion Service is also a finalist for the ‘Highest Quality Healthcare’ category in the upcoming 2023 NSW Premier’s Award. The Award ceremony will be held on the 14 November. NSLHD teams have also been nominated in the 2023 Australian Council of Healthcare Standards (ACHS) Awards. The ACHS Awards ceremony will take place on 23 November 2023.

## Clinical Network Monthly Highlight – Supportive and Palliative Care

### **Funding, Governance and Partnership**

The NSW Government previously committed \$13.8 million to enhance access to high quality end-of-life and palliative care for people across NSLHD between 2022-23 and 2026-27. This commitment is being revised by the new government and funding will be allocated to support enhancements to new and existing palliative care services over the next 4 years. Additionally, significant work has progressed to review the existing governance structure of NSLHD palliative care, which now articulates shared operational leadership with HammondCare and agreed principles of the organisations’ collaborative approach to care and organisational relationships.

### **Royal North Shore Hospital (RNSH) Acute Palliative Care Service**

Over 2021/22, 371 patients (68% of all palliative care patients across RNSH, HKH, & Ryde Hospital) were admitted to RNSH and care type-changed to palliative care, 304 of these patients were admitted through Emergency Department (ED). These patients frequently undergo investigations and procedures that can be distressing, costly and time-consuming, as well as contribute to limited bed availability and associated wait times within critical care settings.

To address these issues and challenges, the Supportive and Palliative Care Clinical Network are reviewing opportunities for the establishment of palliative care beds with specialist admission rights at RNSH to provide patients with direct access to care under the multidisciplinary specialist palliative care service, early identification of people requiring palliative care, appropriate avoidance of emergency and critical care and appropriate avoidance of unnecessary investigations and procedures.

### **Co-design patient screening and referral pathways**

Since 2015, multiple reviews of NSLHD palliative care have recommended a single point of access to improve coordination of care, patient experience, and reduce duplication of processes. The Network are exploring opportunities to address these issues and challenges including a single point of access to palliative care services, early identification of people requiring palliative care, improved pathways for patients accessing palliative care services and improved partnerships with NSW Ambulance, GPs, medical specialists, and other community-based healthcare providers.

### **Establishment of Public Health Model for Bereavement**

There is no established framework for the provision of coordinated bereavement support and education in NSLHD. Referral pathways to bereavement services are fragmented and are only available to those already known to palliative care services. Opportunities for improvement include systematic delivery of accessible, equitable, high-quality, and evidence-based bereavement care to all families and carers of deceased NSLHD residents, regardless of the place of death. Further opportunities include strengthened referral pathways to community support services and groups and increased partnerships with primary care services e.g., General Practitioners and Residential Aged Care Facilities.

## Integrated Care

### **Collaborative Commissioning and Urgent Care Services**

Recruitment has remained a challenge to reach full capacity. However, some staff have commenced coming on board with training to enable scaling into the after-hours periods (8am to 8pm, including weekends). There have been some excellent outcomes for the service. For example, the number of patients seen by the service and the total occasions of service for the period July to September 2023, compared to the same period last year increased by 13% and 66% respectively. It’s estimated that 835 ED presentations have been avoided in the quarter as a result.

Recruiting GPs and their patients into the Collaborative Commissioning program remains a challenge. Different strategies are being utilised to increase GP engagement, but barriers remain such as a lack of time, burnout and lack of integrated systems (i.e. minimise burden of the program). Other components of the pathway (such as geriatric outreach to GPs) remain on track to deliver their target volumes, aside from remote patient monitoring which has been delayed as per the below.

NSLHD’s Collaborative Commissioning program is being featured at the Asia Pacific Integrated Care Conference in Sydney during November.

### **RPM Implementation**

eHealth paused Telstra Health’s roll out of its state-wide Virtual Health Platform due to concerns regarding its readiness for deployment at NSLHD in October. A new date has been set for April 2024. In the meantime, Telstra has offered use of its earlier platform “My Care Manager” (MCM) for NSLHD’s use until the state-wide solution is available. MCM will enable early adopters of RPM to test the platform and develop RPM enabled pathways which will be transitioned to the state-wide solution when it’s available.

Endocrine services will be the first service to onboard patients to the state-wide solution. Work is underway to prepare for the RPM enabled pathway for patients enrolled in Insulin Stabilisation Programs at Royal North Shore and Mona Vale Hospitals.

The Management of Cardiac Function (MACARF) service has started its trial for RPM with MCM for their heart failure patients, with the first patient enrolled in November 2023. The Geriatric Outreach Services – ARRT, BRACE and GRACE are in the process of developing RPM capabilities as part of their service offering. The services are expected to start using MCM as a trial in December 2023.

## Service Updates

### Mental Health, Drug & Alcohol (MHDA)

The *Safe Haven* service as part of the *Towards Zero Suicide* program commenced operation at the Macquarie Hospital on 3 October 2023. This service supports young people aged from 12 to 17 years with underlying factors in their distress, reduces pressure on hospital emergency departments, reduces self-harm/suicide attempts and deaths by suicide. There has been high utilisation of this new service since commencement of operation.

### Primary & Community Health (PACH)

Northern Sydney Home Nursing Service (NSHNS) have two successful grants totalling from the North Foundation Grant Program. The first grant will be used to develop an Aseptic Technique in the Patient Home educational video for community nurses, which will be the first of its kind. The second grant has been secured for ‘Immersive Dementia Education for Community Nurses’, a workshop enabling participants to see the world through the eyes of a person living with dementia utilising virtual technology.

### Aboriginal and Torres Strait Islander Health Service

The NSLHD Aboriginal and Torres Strait Islander Health Service, Integrated Team Care (ITC) Program has successfully recruited to the position of the ITC Outreach Worker who is currently on a part-time basis. The ITC Outreach Worker works with the ITC manager to assist Aboriginal and Torres Strait Islander people to access health care services and help to ensure that services are culturally competent.

The NSLHD Aboriginal and Torres Strait Islander Health Service has successfully recruited to the Aboriginal Liaison Officer (ALO) position to assist multidisciplinary team to provide clinical and primary health care for Aboriginal and Torres Strait Islander people and their families. The ALO engages with patients, clients, and visitors across the entire Northern Sydney Local Health District.

To provide continuity of culturally appropriate care for the Aboriginal and Torres Strait Islander community, the NSLHD Aboriginal and Torres Strait Islander Health Service has successfully recruited an Aboriginal Registered Nurse (RN). The Registered Nurse is currently based at Bungee Bidgel, located in the GP Unit at Hornsby Hospital.

### Counter Disaster

Exercising both health and multi-agency emergency management arrangements with partner organisations has been both informative and enabled persons with disaster response responsibilities to practice their role in safe environments. The exercises that the district participated in have included, the Hornsby/Ku-ring-gai LEMC Evacuation Centre field Exercise in Cherrybrook Community Centre which focused on health assessment and referral pathways for displaced persons. Exercise Portus Primus hosted by Jemena, looked at natural gas outages and community implications. Internally, the roll out of Exercise Red Lantern is progressing which focuses on cybersecurity.

### Protection and Response to Violence, Abuse and Neglect (PARVAN)

The District Integrated Trauma Informed Care (ITIC) Working Committee held its inaugural meeting with a presentation from the Ministry of Health on the ITIC Framework. Feedback has been provided to the Ministry on the Draft Implementation Plan.

100% of PARVAN Service staff completed the People Matter Employee Survey with an \$800 prize for improved participation rates. Whilst staff wellbeing continues to be an area for improvement there as a 15% improvement in staff experience of burnout with 87% of staff proud to tell others they work for this service.

Planning is underway for a series of awareness and capacity building events in place for staff across the Domestic Violence 16 Days of Activism Campaign.

Resignation of the sole PARVAN Paediatrician has left a significant gap in the ability to continue progressing advances to paediatric services and consultation for children and young people affected by violence abuse and neglect. The position is to be readvertised with no suitable applicants in the first round.

## **Our Staff**

### **People and Culture**

#### **Mental Health Month: October**

NSLHD observed Mental Health Month in October. This year’s theme was ‘We all have a role to play’. Information and resources, including free wellness webinar offerings, were communicated to staff via NSLHD weekly bulletin during each week in October.

#### **NSLHD Leadership Strategy Review 2023-2027**

Stakeholder consultation has commenced to advise the development of the next NSLHD Leadership Strategy.

#### **NSLHD Exit Survey**

A revised NSLHD Employee Exit Survey has been launched and communicated to leadership teams. This initiative will help us gain a more comprehensive understanding of employees’ experiences, ultimately improving retention.

Employee experience encapsulates what people encounter and observe throughout their tenure at NSLHD, including all the different touchpoints from start to end that make up the employee lifecycle. A Place Where Your Feedback Matters branding displays that we are not only keen to receive feedback but will prioritise the information to identify themes and trends to help us bring about organisational change and a culture of ongoing improvement.

The NSLHD Employee Exit Survey is fully automated upon completion of separation process in Stafflink. The link goes directly to the employee’s nominated email address, and responses are captured and collated monthly.

#### **Disability Employee Network**

The Disability Employee Network (DEN) is the new name for the previously known as Employee Resource Network on Disability.

#### **Health Education and Training Institute (HETI) Strategic Plan for 2023-2026**

The HETI Strategic Plan for 2023-2026 was published in October and shared with NSLHD leadership teams.

## Nursing and Midwifery Services

### **NSLHD Clinical Nurse/Midwife Consultant Professional Development Day**

In October, the Nursing and Midwifery Directorate held the inaugural Clinical Nurse/Midwife Consultant Professional Development Day. Over 50 Clinical Nurse Consultants were in attendance. The keynote speaker was Inspirational Speaker Darren Flanagan, who gave a captivating insight into his work to release the two miners in the Beaconsfield Mines disaster. The theme of this well-received presentation was resilience and challenge in the workplace.

### **Mentoring in Midwifery**

The Mentoring in Midwifery workforce development program continues to be very well received by the midwifery staff across the LHD.

A NSLHD research project has been approved by ethics this month. Recruitment for participants has commenced. All midwives who attend the workshop on the 24 October 2023 have volunteered to participate and have completed baseline surveys.

9 mentors trained in October making a total of 45 mentors now providing mentoring to 45 midwives. We have achieved 83% of the target for 2023 (54 mentors) set by the Nursing and Midwifery Office at the Ministry of Health. It is anticipated we will meet target before the end of the year and ahead of other metropolitan local health districts. 2 more workshops will be delivered in November and December 2023 with 12 participants currently enrolled.

### **Clinical Supervision Training**

Demand for clinical supervision continues to have the highest number of referrals driving the need to build further capability in each facility. The Practice Development, Quality and Safety Team are currently developing a supervisor training program to be launched in February 2024.

A new nursing and midwifery Clinical Supervision video is being finalised and will be uploaded on to the Nursing & Midwifery Directorate intranet site. The video has been developed to assist in the promotion of our nursing and midwifery support services and work of the Leadership Academy. Evidence and research support that a workforce supported by clinical supervision show greater levels of engagement, lower turnover rates and improved patient safety results.

### **NSLHD Preceptorship Framework**

In effort to drive a stronger and more structured preceptorship for all nurses and midwives in NSLHD we are revising and refreshing the NSLHD Preceptorship Framework. A number of consultation meetings with stakeholders were held in October 2023 with a view to have a draft of the Preceptorship Framework ready for wider consultation by the end of the year.

Wide consultation has resulted in identification of preceptor and preceptee roles, responsibilities, qualities, and attributes, timelines, processes, and systems to enable a successful preceptoring program. Recommendations to broaden preceptorship programs to all staff who are starting new leadership positions as well as new graduates.

### **Person-Centred Care Showcase**

The 2023 Person-Centred Care Showcase was held on Friday 17 November 2023 at Royal North Shore Hospital. The event will see a number of presentations under the

themes of ‘Partnering with patients and consumers’, ‘Safe high-quality care’, ‘Wellbeing’ and, ‘Cultivating positive workplace culture’.

### **GradStart 2024**

The 2024 GradStart Campaign has commenced with NSLHD filling and/or offering out 246 nursing positions for 2024. All midwifery positions have been filled. In line with requests from graduates and the current labour market, GradStart positions will also be offered part time in 2024.

### **Nursing and Midwifery Research**

The Centre for Nursing and Midwifery Research has developed a comprehensive database of nursing and midwifery research. and is available via the intranet. Consultations have begun regarding establishing a prospective nursing/midwifery research registration process.

### **Collaboration with University of Technology**

The University of Technology Sydney has granted formal recognition of prior learning for NSLHD staff who undertake specialty practice in mental health.

In partnership with the University of Technology, funding has been secured for a part time conjoint Professor of Midwifery.

### **Mary Chiarella Medal for Clinical Nursing Research**

Early discussions and approvals have progressed for the awarding of a Nursing and Midwifery Research Medal annually. The medal will be named the ‘Mary Chiarella medal for clinical nursing research’. This medal will recognise the significant achievement and input into NSLHD research that Professor Emerita Mary Chiarella AM has made throughout her extensive career. Next steps include establishing the criterion for selection of the medal recipients.

## **Medical Services**

The Assistants in Medicine Program saw 3 students from Macquarie University commence their placement across the Northern Sydney Local Health Program on 30 October 2023.

Facilities across the NSLHD are preparing for the upcoming implementation of the Voluntary Assisted Dying program.

The Deputy DMS at RNSH in partnership with the Palliative Care Network is leading system design in anticipation of the commencement of acute inpatient palliative care. The Junior Medical Officer Unit and Senior Medical staff of the hospital are working together to reduce the impact of junior medical staff shortages.

Mona Vale Hospital is currently recruiting for Geriatricians and additional Radiologist for BreastScreen.

## Allied Health

In conjunction with the celebration of Allied Health Professions Day on 14 October 2023, NSLHD will hosted the Allied Health Recognition Awards to acknowledge individuals and teams who have made an extraordinary achievement in Allied Health practice in 2022/23.

### **Allied Health Assistant / Technician / Support Person of the Year**

Meryl Abao Allied Health Assistant Physiotherapy, Royal North Shore Hospital

### **Aboriginal / Torres Strait Islander Allied Health Professional of the Year**

Christopher Curry Aboriginal Mental Health Social Wellbeing Peer Worker, Mental Health Drug and Alcohol

### **Early Career Allied Health Professional of the Year**

Mia Whitehall Speech Pathologist, Royal North Shore Hospital

### **Allied Health Team of the Year**

Adolescent and Young Adult Hospice Allied Health Team

### **Allied Health Leader of the Year**

Sarah Drake Speech Pathologist, Ryde Hospital

### **Allied Health Professional of the Year**

Caitlin Jaimeson Dietitian, Adolescent and Young Adult Hospice / Mona Vale Hospital

### **Allied Health Researcher of the Year**

Dr Barbara Lucas Physiotherapist, Royal North Shore Hospital

### **Allied Health Educator of the Year**

Avindu Vithanage Physiotherapist Hornsby-Ku-ring-Gai Health Services

### **Chief Executive Allied Health Professionals Day Award**

Kerry Crannis Child Life Therapist Royal North Shore Hospital

This year's eligible winners of the NSLHD Allied Health Recognition Awards will be nominated for the NSW Health Excellence in Allied Health Awards. The NSW Health Excellence in Allied Health Awards recognise the high-quality work and outstanding contribution that allied health clinicians make to the community.

## Research and Innovation

### Research

NSLHD Research Office metrics for Q3 are within the Ministry defined approval timeframes, with 96% of Site-Specific Assessments (SSA) approved within 60 days and 100% of ethics applications approved within the 90-day timeframe. SSA applications have increased by 50% in comparison with Q3 2022, and ethics applications have tripled in comparison with Q3 2022.

The focus for Clinical Trials Accreditation has turned to Mental Health, Drug and Alcohol, as the next service or facility likely to undergo assessment against the National Clinical Trials Governance Framework.

### Kolling Institute

The Kolling is in the process of receiving over \$1M dollars in new laboratory equipment through support from the University of Sydney as well as a successful National Health and Medical Research Council grant for an IVIS in vivo imaging system. This follows the introduction earlier in 2023 of a Opera Phenix imaging system and establishment of technical support roles in imaging, mass spectrometry and histology.

The Kolling Data and Informatics Research Enabler co-chairs Profs. Jean Yang, Adam Dunn, Dr. Matt Doane, and the Sydney Precision Data Science (SPDS) Centre (led by Prof Yang) have awarded \$150,000 (ex GST) to six Kolling Institute Researchers (\$25,000 per project) for collaborative data science projects between researchers at the Kolling Institute and the SPDS Centre. This program will increase the Kolling Institute’s research capacity in genomics, bioinformatics, health informatics, and statistics. Awardees were announced on 15 October 2023.

The Kolling Institute will host a one-day Symposium on Thursday 23 November from 8:30am to 5:00pm at the Northside Conference Centre, 34 Oxley Street, Crows Nest. The Symposium will showcase collaboration, innovation, and wellbeing across three domains: pre-clinical, translational, and impact. These three sessions will feature a diverse group of early-to-mid-career clinician and basic science researchers in the Kolling Institute.

## Digital Health and Communications

### Information, Communication & Technology (ICT)

#### **Voluntary Assisted Dying (VAD) Care Navigator Service and Pharmacy records**

The design and build of the electronic medical record (eMR) solution and Telephony system for the VAD Care Navigator Team and Pharmacy Service is nearing completion. Change management activities and training sessions have been organised. Network and communications have been installed and, workstations have been configured for the Care Navigators who have recently moved into Building 36 at Royal North Shore Hospital.

#### **Single Digital Patient Record (SDPR)**

Final contract negotiations have been completed with the vendor, EPIC. The announcement was made public by the Minister for Health on the 19 October 2023. Work is underway to determine the rollout schedule for the Districts, which is expected to be known by December 2023.

### **Australian Immunisation Register (AIR) Integration project**

The Australian Immunisation Register (AIR) contains Australia’s vaccination data and the District is required to submit information to the AIR. A new integration process has been implemented that will extract vaccination records from the electronic Medications Management module and upload the records into the AIR database daily. The new process removes the need to manually upload the information. A historic data upload from the electronic Record for Intensive Care (eRIC) database and Cerner eMR database for the period February 2021 to September 2023 was completed prior to commencing daily uploads.

### **Cyber Security Strategy and Roadmap**

Aligned with the NSLHD Cyber Security Strategy, ICT is actively working to mature the Districts Cyber Security posture by implementing several solutions and risk mitigators to strengthen our ability to defend against vulnerabilities.

October 2023 was the official Cyber Security month. ICT collaborated with eHealth NSW to develop an awareness campaign which was distributed across the District using email and newsletter contributions with information on protecting the Districts assets, staff, and patient information.

### **NSLHD New Modern Intranet is Live**

NSLHD’s modern Intranet launched on 7 September 2023. Built on Microsoft SharePoint Online, the platform has several key benefits including access on any device, from anywhere, an improved search engine to find up-to-date information quickly and easily and the ability to personalise the home page with “My Links”. The project expects to transition all remaining content within the next 6-month period.

### **State-wide Data Centre Reform (SwDCR)**

This ICT project will be completing in November 2023. It represents a successful collaboration between eHealth NSW and ICT, to migrate District applications and servers from on-premises environments to Government Cloud (Microsoft Azure), in line with the NSW Government mandate.

The project team successfully migrated 81% of both in-scope applications and servers, with zero impact to end users, tracking towards the Government’s mandated target of 25%. In addition to the migration effort, the team successfully decommissioned 28 applications and 161 servers.

eHealth NSW will be formally disengaging from the project in November 2023. The ICT Server Operations team will employ the same proven migration processes utilised during the project, for any additional servers or applications identified as candidates for Cloud. ICT will be participating in eHealth-facilitated Benefits Realisation workshops with eHealth NSW during week commencing 30 October 2023, to provide feedback on the project.

## NSLHD Communications

### Internal Communications

- Chief Executive Message to all NSLHD staff have included:
- Mental Health Month
- Carers Week
- World Menopause Day
- People Matter Engagement Survey (PMES) results
- Acknowledging NSW Health Awards winners
- Allied Health Professionals Day
- Implementation of voluntary assisted dying and video presentation
- Board Chair message to RSHS staff about the RNSH Masterplan
- Two NSLHD News publications have been published

### Social Media

Platform	October 2023	% Change from September 2023
Facebook	41,425 followers	0.1% (41,370 followers)
LinkedIn	15,194 followers	2.3% (14,845 followers)
Instagram	1,473 followers	2.9% (1,431 followers)
Twitter	2,242 followers	0% (2,244 followers)

### External Media

- Facilitated an NBN News interview of a patient at Royal North Shore Hospital
- Sun Herald and Sunday Age Feature on Kolling Institute Academic Director Professor Jim Elliott and his recent health journey
- Kolling Institute heart disease research featured in October edition of North Shore Living and Peninsula Living
- Channel 9 news story with Gemma Figtree people with heart disease without the traditional risk factors.

### Projects

- Finalised editing for the 2023 Year in Review publication
- Preparations for the 2023 Annual Public Meeting
- Ongoing Ryde Hospital Redevelopment communications
- Promotion and launch of the menopause workplace resource, which included profiling menopause clinic experts
- Assisted with promotion of Carers Week
- Assisted with promotion Virtual Care Awareness Week

- Continued assisting Hornsby Hospital with celebrations of the 50<sup>th</sup> anniversary of the GP Unit
- Preparations for the official launch of the RNSH TB PET scanner
- Continued assisting Hornsby Hospital with 90<sup>th</sup> birthday celebrations
- Development of the RNSH Campus Master Plan Summary Document
- RNS Hospital ICU website development
- MHDA website development
- NSLHD research website development

#### **Upcoming events**

- Kindness Day – 13 November 2023
- World Thank NICU Day – 27 November 2023
- NSLHD Annual Public Meeting – 8 December 2023

## **Philanthropy**

### **NORTH Foundation Update**

#### **NSLHD/NORTH Foundation Grants Program**

The NORTH Foundation Grants Program 2024 recipients for Round 2 were:

- Primary and Community Health NSLHD, Northern Sydney Home Nursing Service - Aseptic Technique Improvement Project
- Primary and Community Health NSLHD, Speech Pathology - Child and Helper Articulation Training
- Kolling Institute, Emergency Department - Virtual Reality Headset
- Ryde Hospital, Nursing Administration - Let Everyone Access Resources Now
- Royal North Shore Hospital, Aged Care - Colour Coding - Patient reorientation project
- Royal North Shore Hospital, Northern Sydney Home Nursing Service - Immersive Dementia Education for Community Nurses
- Ryde Hospital, Safety and Quality Unit – Welcome to Ryde Hospital

#### **Christmas Appeal 2023:**

Fundraising objectives for the North Foundation Christmas Appeal 2023 include delivering 20% more revenue than 2022, providing compelling reasons for donations through patient and clinician stories and increase donations to the identified areas of need in NSLHD.

The Christmas Appeal 2023 campaign will run from 1 November 2023 – 31 January 2024.

#### **Recruitment**

The NORTH Foundation are currently recruiting for a Philanthropy Officer to support the Adolescent and Young Adult Hospice in Manly and the Kolling Institute. Recruitment is also underway for the Head of Philanthropy position.

## Chief Executive

### **NSLHD Safety and Quality Consumer and Staff Forum 2023**

I attended the NSLHD Safety and Quality Consumer and Staff Forum on 4 October 2023. The theme of the forum was Safety and Quality for All of Us, with 156 staff and consumers in attendance.

### **The Last Daughter Screening**

On 6 October 2023, the NSLHD Aboriginal and Torres Strait Islander Health Service held a screening of *The Last Daughter*, a powerful documentary about Brenda Matthews and her journey to uncover the truth about her past, having been removed from her Aboriginal family as a child. Members of the NSLHD Executive attended the screening.

### **Meeting with Local Member**

On 13 October 2023 I met with Mr Tim James MP, Member for Willoughby.

### **Royal North Shore Hospital (RNSH) Campus Master Plan 2023**

The RNSH Campus Master Plan Advisory Group held its final meeting on 13 October 2023 and endorsed the RNSH Campus Master Plan 2023. Town Hall meetings for RNSH staff were held on 5 and 24 October 2023, for staff to be briefed on the development of the Master Plan.

I would like to thank the Advisory Group for their valuable contributions and input into the Master Plan. I would also like to acknowledge Health Infrastructure NSW and Fitzpatrick + Partners for their expertise, extensive consultation and their efforts to deliver the final Master Plan.

The RNSH Campus Master Plan 2023 was approved by the NSLHD Board on 31 October 2023.

### **Interdisciplinary Research Showcase**

I attended the Interdisciplinary Research Showcase hosted by the Northern Sydney (Arabanoo) Precinct, University of Sydney, and NSLHD on 10 October 2023. The showcase featured a collection of researchers who presented their latest research and innovation work.

### **Partnership with the University of Technology (UTS)**

The Board Chair and I recently met with Mr Andrew Parfitt, Vice Chancellor and President UTS to discuss collaborative funding opportunities and I attended a tour of the university campus and a briefing with the Executive Dean of Health.

### **Royal Rehab**

On 18 October 2023, I attended a meeting with Mr Matthew Mackay, Chief Executive Officer Royal Rehab and a tour of the facility.

### **NSLHD Clinical Nurse/Midwife Consultant Professional Development Day**

I attended the inaugural Clinical Nurse/Midwife Consultant Professional Development Day on 19 October 2023 and spoke on my vision for the District.

### **Budget Estimates 2023/24**

The Legislative Council held initial hearings for the 2023/24 Budget Estimates on 26 October 2023 for the Health portfolio, and 1 November for the Mental Health portfolio.

### **Value-Based Healthcare Congress**

On 26 – 27 October 2023 I attended the *Value-Based Healthcare Congress* in Brisbane.

### **NSW Health Awards 2023**

On 24 October 2023 I attended the 25<sup>th</sup> Annual NSW Health Awards for 2023. I would like to acknowledge the NSLHD staff who were nominated for an award, notably the Royal North Shore Hospital Concussion Service who were a joint winner of the *Patient Safety First Award*.

### **Sydney North Health Network**

Representatives from NSLHD attended the Sydney North Health Network Annual General Meeting and Symposium held Thursday 2 November 2023.

### **Special Commission of Inquiry into Healthcare Funding**

NSLHD provided an initial submission to the Special Commission of Inquiry into Healthcare Funding.

Special Commissioner Beazley visited NSLHD on 8 November 2023 to meet with members of the NSLHD Board and Executive to discuss the inquiry and attended a tour of Royal North Shore and Hornsby Ku-ring-gai Hospitals.

### **Days of Significance**

Throughout the month of October 2023, I have attended various events and celebrations across NSLHD for days of significance including:

- International Podiatrists Day – 3 October 2023
- Carers Week – 13 – 19 October 2023
- Virtual Care Awareness Week – 17 – 21 October 2023
- World Menopause Day – 18 October 2023
- Thank Your Cleaner Day – 18 October 2023

### **Macquarie University**

I was pleased to accept an Adjunct Professor appointment with the Macquarie Medical School where I will teach in the new health management programme commencing in 2024.



Adjunct Professor Anthony M. Schembri AM  
**Chief Executive**

**Date:** 13 November 2023