



Acting Chief Executive's Board Report

April 2023

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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

Overall Performance (February 2023)

In February 2023, there were 18,144 presentations to NSLHD Emergency Departments, an increase of 10% (16,286 presentations) when compared to February 2022.

Emergency Treatment Performance (ETP) for NSLHD was 58% in February 2023 against the overall target of 81%. This demonstrates a decrease of 2% when compared to February 2022 (60%).

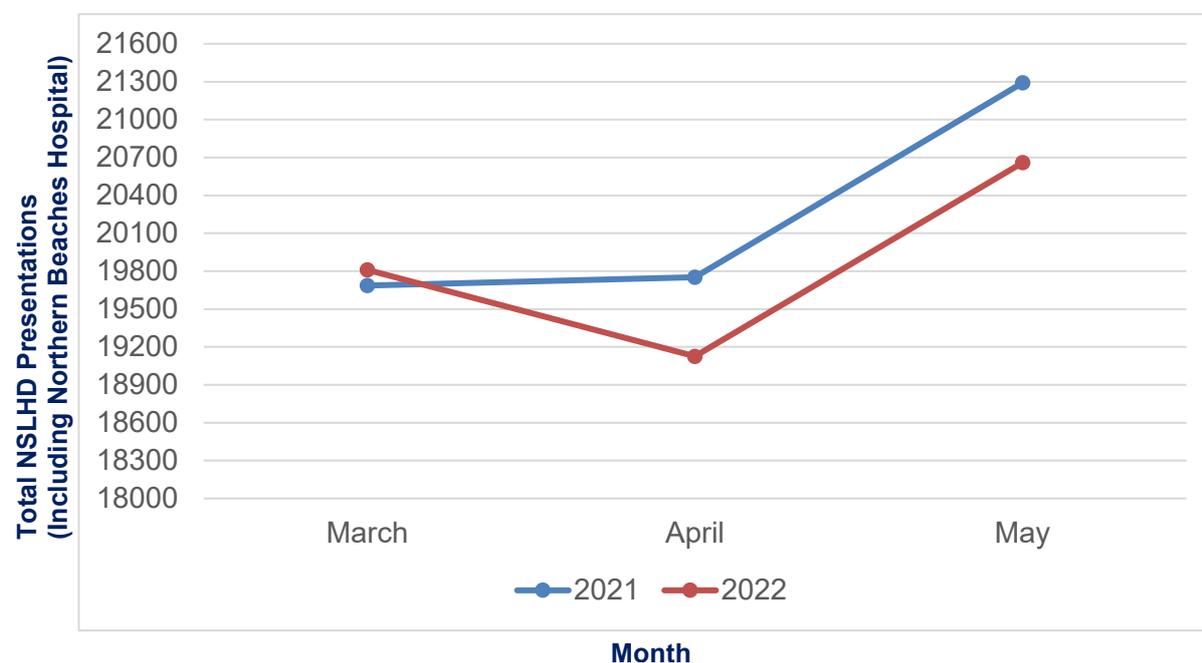
Overall Transfer of Care (ToC) for NSLHD was 90% in February 2023 against the target of 90%.

NSLHD had 692 patients overdue for elective surgery as at the end of February 2023.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations February 2023		Change from February 2022
RNSH	6,719 presentations	↑	10.7% increase (6,065)
HKH	3,775 presentations	↑	17.9% increase (3,203)
Ryde	2,355 presentations	↑	14% increase (2,065)
NBH	5,295 presentations	↑	6.9% increase (4,953)

Emergency Department (ED) Presentations Results (Total NSLHD)



Transfer of Care (ToC) Results

Hospital	ToC February 2023		Change from February 2022
RNSH	76	↓	6% decrease
HKH	98		No change
Ryde	99	↑	1% increase
NBH	99		No change

ED Triage Results

Hospital	Triage Category Results				
	Category 1 (target 100%)	Category 2 (target 95%)	Category 3 (target 85%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	99%	77%	73%	78%	92%
RNSH	100%	72%	67%	78%	93%
HKH	97%	84%	76%	76%	93%
Ryde	100%	91%	87%	82%	86%
NBH	100%	88.3%	83.4%	75.5%	94.3%

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

Hospital	Target	February 2023
RNSH	5.62	5.32
HKH	4.52	4.56
Ryde	4.29	5.58

Legend

● Hospital on or above target

Financial Performance**General Fund***Overview*

In March 2023, NSLHD recorded a Net Cost of Service (NCOS) of \$4.0M (-2.4%) unfavourable, and \$13.9M (-1.07%) unfavourable year to date. This includes the incremental costs related to the COVID-19 response.

After adjusting for the impact of the COVID-19 response, NSLHD recorded a NCOS of \$2.18M unfavourable for March 2023 and \$5.5M (-0.43%) unfavourable year to date. NSLHD and each Hospital and Service are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial stability.

Total Expenses

In March 2023, NSLHD recorded \$0.04M (0.0%) favourable year to date after adjusting for the impact of COVID-19 for expense.

Overall year to date COVID-19 expenses is \$48.4M, which is composed of COVID-19 clinics, testing, vaccinations, and outsources patient services activities.

Revenue

In March 2023, NSLHD recorded \$3.1M (-1.4%) unfavourable year to date for revenue.

\$5.5M of revenue Efficiency Improvement Plans have been submitted with more being developed to improve our revenue position.

Other item/s

As at March 2023, the NSLHD general fund bank account balance was \$7.876M. Under the Ministry of Health Cash Management Reform initiative, all outgoing payments from NSLHD are paid centrally by HealthShare NSW. The Ministry of Health sweep the NSLHD general fund bank account fortnightly.

Safety and Quality Indicators

Safety and Quality (March 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	1.5	-0.5		≤ 1.0	0.9	0.1
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.2	-0.2
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ¹		≤ 13.0%	11.8%	1.2%		≤ 13.0%	10.8%	2.2%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	81%	6.2%		≥ 75%	84%	9.0%
Unplanned Hospital Readmissions [#]		6.1%	6.0%	0.1%		5.9%	6.0%	-0.1%

¹Data 2 month delay

[#]Unplanned Hospital Readmissions targets are prior year actual.

Clinical Care and Improvement

Clinical Governance and Patient Experience

Annual Clinical Governance and Health Information Service Planning Day

The Clinical Governance and Health Information Service directorates held their annual planning days in March 2023. These days provide the opportunity to reflect on performance and achievements from the previous year and help to identify priorities for the current year. The Planning Day also provides opportunities for staff development and team building.

NSW State-wide Voluntary Assisted Dying Care Navigator and Pharmacy Services

State-wide and NSLHD Voluntary Assisted Dying (VAD) implementation efforts are progressing for the service to be operational by 28 November 2023. The VAD Care Navigator Service Manager was recently appointed and commenced in late March 2023. Interviews have been completed for the recruitment of the VAD Pharmacy Lead and the NSLHD VAD Implementation and Evaluation Manager.

Staff in the VAD Implementation Team at NSLHD and the Ministry of Health attended a meeting with the VAD Pharmacy Director and Care Navigator Manager from Victoria. NSLHD received valuable information from the Victorian VAD implementation experience.

Consumer and Patient Experience

The NSLHD Partnering with Consumers Framework 2021- 2026 will be launched on the 1st May 2023. The Framework was developed and co-designed with accredited NSLHD Consumer Advisors and reaffirms NSLHD’s commitment to engaging with consumers. The Framework is structured around five key priority areas which align with NSLHD’s organisational and strategic priorities. NSLHD will continue to work closely with consumers to implement the priorities in the Framework.

NSW State Formulary

In April 2023, the Clinical Excellence Commission and the Expert Advisory Group will release Tranche 4 of the NSW Medicines State Formulary. This tranche is focused around immunomodulators and antineoplastics, as well as dermatological, gastrointestinal, and rheumatological medicines.

The NSLHD Drug and Therapeutic Committee continues to meet with initial reports identifying the importance of medication safety for the health service.

Quality Awards 2023

Entries for the 2023 NSLHD Quality and Improvement Awards have recently opened. The awards celebrate NSLHD’s workforce and recognise projects and initiatives which continuously improve the quality of care provided across the District. A judging panel will determine finalists who will be recognised at the Awards ceremony on 29 June 2023.

The 2023 NSLHD Quality and Improvement Awards will also inform NSLHD’s nominations to various state and national awards (i.e., NSW Health Awards, Premier’s Awards and Australian Council for Healthcare Standards Awards).

Clinical Network Monthly Highlight

Chronic and Complex Medicine Network

Endocrine

A model of care for Young Adults with Diabetes has been developed. The new model of care has been partially implemented to optimise diabetes management for this vulnerable group as they transition into adulthood.

An integrated diabetes care service that aims to support primary care services in managing patients with type 2 diabetes has been established at RNSH. An evaluation of this service informed the opportunity for further development and implementation at other facilities across the District.

Renal

The NSLHD Renal Services Plan draft was recently completed and submitted for Executive review and endorsement. The plan highlights NSLHD’s vision for renal services to provide equitable access and consistent care, streamlined delivery of services, aligned service budgets and activity, and networked clinical governance.

Chronic Pain

The District’s Chronic Pain Service has commenced further training of community nurses in managing chronic pain, to reduce frequent emergency department presentations for patients. RNSH have also commenced a Brief Pain Assessment clinic to provide rapid assessment for chronic pain patients.

2023 Network Priorities

The Chronic & Complex Care Network have been involved through consultation in the development of the NSLHD Clinical Services Plan 2023 – 2028. The final plan will address the strategic priorities for the Network with a strong focus on functional wellbeing for the increasing number of patients in the District with chronic & complex care needs.

Integrated Care

Collaborative Commissioning

Collaborative Commissioning has been implemented for over a year at NSLHD. The program has seen a number of patients interact with the frail and older pathway services. NSLHD’s highest-performing services in collaborative commissioning over the last 12 months were *high-risk patients identified* and *Geriatric Rapid Response*.

HealthPathways

HealthPathways now has 481 pathways live, with 31 further pathways in development. 97 pathways are currently under review to ensure pathways are well-maintained and the information is current. Analytics have identified that usage of the platform remains stable at over 3000 user sessions per month.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

Recruitment for the Service Director, North Shore Ryde Mental Health Service has been finalised. Sheila Nicholson-Wilson has been permanently appointed to the role.

Primary & Community Health (PACH)

The Acting Chief Executive recently spent a day with the Northern Sydney Home Nursing Service in late March 2023 and accompanied community nurses to patient home visits. This provided an opportunity for the Acting Chief Executive to engage with patients across NSLHD who receive medication and wound care in their own homes.

Health Services Planning

The development of the NSLHD Clinical Services Plan 2023 – 2028 is progressing, with consultation and analysis well underway. The Health Services Planning team have held over 60 separate meetings with Clinical Networks, Executive staff and Facility and Service managers. Following each of these meetings, attendees are consulting with their teams locally and reporting back to the Health Services Planning Team.

A clear picture of the key clinical service priorities for NSLHD is expected to be developed by late April 2023. The Health Services Planning team are on track to produce a draft version of the plan by June 2023 for broader consultation and feedback.

Counter Disaster

Alongside Cyber Security NSW and eHealth NSW, NSLHD attended a cyber security ransomware exercise. The purpose of the exercise was to test current organisational procedures and identify potential opportunities to increase the effectiveness of combatting cyber security threats.

The District is participating in the multiagency auditing of North-West Metropolitan emergency management evacuation centres to ensure the identified areas are fit for purpose in managing displaced communities.

Our Staff

People and Culture

NSLHD People Plan 2022-2027

The People Plan is an operational overview and companion document to the NSLHD Strategic Plan 2022 – 2027, and further outlines how the District will deliver on Strategic Outcome 4: Our Staff are Engaged and Well Supported.

The NSLHD People Plan 2022-2027 was endorsed by the NSLHD Board in March 2023 and will be formally launched to all staff in April 2023.

Diversity, Equity, Inclusion and Belonging Strategy 2023-2027

The NSLHD Diversity, Equity, Inclusion and Belonging (DEIB) Strategy 2023 – 2027 was endorsed by the NSLHD Board in March 2023. The strategy’s vision is to; *“Create a workforce that reflects the community we serve, where people from all walks of life are represented, respected and feel that they belong”*.

A launch event for the DEIB Strategy will be held on 28 April 2023.

NSLHD Health and Wellbeing Plan 2023-2027

The NSLHD Health and Wellbeing Plan is currently being refreshed. The Health and Wellbeing team have commenced a series of consultative focus groups with the NSLHD workforce, to discover how health and wellbeing practices and initiatives can be better embedded into our workplace. The feedback and insights gained from these focus groups will inform priorities for the final plan which is expected to be published by end of June 2023.

Electronic Recruitment Approvals Portal

The NSLHD People and Culture directorate have launched a new online portal for recruitment request approvals. This innovative portal supports improved efficiency and reduces reliance on paper-based forms. The portal is expected to be fully implemented by end of June 2023.

Exceptional People Awards 2022

The Exceptional People Awards (EPA) 2022 were held on 9 March 2023 at Luna Park, to celebrate and formally recognise staff and volunteers across the District. A total of 225 guests attended, including the NSW Health Secretary, Board members, senior executives, EPA nominees, their families, other award winners, and staff who have completed 40 years of service in NSLHD.

Winners were declared across 8 categories, in addition to the Board Chair's Commendation and Chief Executive’s Commendation. All attendees also had the opportunity to participate in two rides at Luna Park.

Fostering Leadership Across Systems in Health (FLASH)

Following a successful pilot with NSLHD Medical staff in 2021, and Allied Health staff in 2022, an exciting cross-district partnership will occur with Western Sydney Local Health District this year, with a number of placements on their leadership program being made available to NSLHD clinicians, including in the Nursing and Midwifery stream in 2023.

Nursing and Midwifery

NUM/MUM Professional Development Day 2023

On 22 March 2023, NSLHD held its annual NUM/MUM Professional Development Day. The day was a success, with 71 NSLHD staff members in attendance. The keynote speaker was NSLHD Deputy Board Chair, Professor Emerita Mary Chiarella AM.

Nursing and Midwifery Leadership Program

Delivery of this program is being commenced, following on the broad success of the inaugural year for HKH NUM/MUM staff. The program is being offered to Ryde and MHDA NUMs in 2023 with over 30 participants attending. Workshop 1 is scheduled for April 2023.

Nursing and Midwifery Workforce

International Recruitment

Four representatives from NSLHD attended the UK and Ireland in March 2023 and undertook a recruitment drive for nurses and midwives in conjunction with an external recruitment agency. As a result, 150 nurses and midwives are progressing through recruitment at NSLHD are expected to immigrate to Australia in the next 6 - 12 months.

GradStart & MidStart

101 nurses from the GradStart 2023 program have commenced across NSLHD, with six vacancies remaining.

Planning is underway for the recruitment of the GradStart and MidStart 2024 cohort. A District-wide GradStart steering committee will soon be established. Interviews are expected to be held in August and September in 2023.

Aboriginal Cadetship

A new midwifery cadet has been successful for a cadetship position with Hornsby Ku-Ring-Gai Hospital and will commence in 2023.

Hirondelle Private Hospital

Hirondelle Private Hospital recently ceased operations. Five Registered Nurses and Enrolled Nurses from the ceased hospital are currently in various stages of the recruitment process to commence in positions at NSLHD facilities.

Medical Services

The Junior Medical Officer (JMO) Wellbeing assessment templates have been rolled out across the District with the data being collected on a monthly basis and reported quarterly. The first report from the new assessment templates is expected to be published in May 2023.

Hornsby Ku-Ring-Gai Hospital have appointed Dr Pankaj Banga as the Interim Director Medical Services for the next two years.

Allied Health

In partnership with the Northern Sydney Local Health District, Virtual Care Change and the Australian Film Television and Radio School (AFTRS) developed a tailored webinar titled “*Allied Health Online: Creating Patient Connections and Outcomes*”. The webinar was made available to all allied health staff across District and provided education on how to structure consultations, telehealth etiquette, managing expectations, and strengthening connection consumers and their families /carers.

In partnership with the Organisational Development and Capability Team and the Allied Health Directorate the *Allied Health – Leading Teams in the Clinical Workplace* Workshop was held in March 2023. This workshop is a developmental opportunity for allied health professionals

to progress into senior management roles. The workshop explores brief writing, building resilience, effective meeting skills and coaching and mentoring for supporting team members.

Research and Innovation

Service Improvement and Innovation

Remote patient Monitoring

Due to technical upgrade, the implementation of Telstra’s My Care Manager at has been delayed. eHealth NSW and NSLHD remain committed to its implementation which has been pushed back to November 2023. Work is continuing in diabetes and heart failure services to develop remote monitoring models of care once the implementation of My Care Manager has been finalised.

Research

Translational Research Grants Scheme

The NSW Health Translational Research Grants Scheme (TRGS) is now open for applications. The program is an opportunity for researchers and healthcare professionals to collaborate on projects that will benefit patients and communities across NSW. TRGS provides funding for research projects that have the potential to translate into improvements in patient care and outcomes. The application process for the TRGS program is open now and will close on 1 May 2023.

Ramsay Research Grants

The Ramsay Research Grants program is now open for applications. This program provides funding to support research projects that aim to improve patient care, safety, and outcomes in healthcare. The Ramsay Research Grants program is open to researchers and healthcare professionals based at RNSH in any field including clinical medicine, nursing, allied health, and health services research.

Kolling Institute

Together with NSLHD Board Member and Research Australia CEO, Nadia Levin, the Kolling Academic Director, Professor Jim Elliott, attended a meeting with the Shadow Minister, Hon Paul Fletcher MP, Federal Member for Bradfield, on 13 March 2023. Professor Elliott provided a presentation on the Kolling Institute, the joint-venture partnership with NSLHD and examples of world-renowned research at the Kolling Institute. Further discussions are underway.

The Kolling Institute has seen an expansion of its imaging infrastructure capabilities with the introduction of improved microscopic equipment and dedicated technical support, which will also extend to existing mass spectrometry equipment.

Digital Health and Communications

Information, Communication & Technology (ICT)

Modern Intranet Transition

There is continued focus on finalising the pilot process for the Modern Intranet Transition at NSLHD. The final launch is expected to occur in June 2023, following finalisation of the overall design.

Cyber Security

The team is continuing to work with eHealth to ensure alignment of local initiatives with the state-wide programs including the Essential Eight maturity uplift. The team have also been implementing local initiatives to protect the District’s resources from cyber security threats through vulnerability scanning and penetration testing of ICT infrastructure and networks.

Ongoing activities focus on continuing to grow the Cyber Culture through awareness training, targeted communications and local tabletop exercises.

NSLHD Communications

Internal Media

- Chief Executive sent communications to staff on International Women’s Day, Close the Gap and Harmony Day
- Chief Executive launched the Quality and Improvement Awards via an all-staff broadcast
- Chief Executive congratulated Exceptional People Award finalists via an all-staff broadcast
- Two NSLHD newsletters were published in this period

External Media

- Due to NSW Government Caretaker Conventions, most proactive media was on hold during the election period
- Channel 9 interviewed midwifery clinical expert Michelle de Vroome as part of a story on a new medical device that is being trialled at Royal North Shore Hospital
- A Media statement was issued to North Shore Times regarding the Hillview Community Health Centre
- A Media statement was issued to A Current Affair regarding tenancy of retail space at Royal North Shore Hospital
- Radio station 2CC Canberra featured Professor Carol Pollock discussing the increased risk of kidney disease for those with heart failure

Social Media

Platform	March 2023	% Change from February 2023
Facebook	41,012 followers	↑ 0.1% (count now includes AYAH) (40,948 followers)
LinkedIn	13,230 followers	↑ 1.6% (13,022 followers)
Instagram	1,142 followers	↑ 24.7% (count now includes AYAH) (916 followers)
Twitter	2,251 followers	↑ 0.3% (2,244 followers)

Projects

- Worked with ICT on the NSLHD intranet redesign and finalisation
- Supported the People and Culture directorate with promotion/communications of the Exceptional People Awards 2022
- Worked with the Nursing and Midwifery directorate on communications for the upcoming International Nurses and Midwives Day
- Developed marketing material for the Advancing Women in Medical Leadership conference
- Worked with the Organisation Development and Capability team on the launch event for the NSLHD Diversity, Equity, Inclusion and Belonging Strategy 2023 - 2027
- Developed videos for the Clinical Governance and Patient Experience directorate on patient safety, real time patient experience survey and the NSLHD Partnering with Consumers Framework 2021- 2026
- Created communications for the Ryde Hospital redevelopment
- Designed NSLHD-based graphics for staff to use on Microsoft Teams
- Assisted the Population and Planetary Health directorate with the production of the ‘Planetary Health Report 2022-2023’
- Continued work with the People and Culture directorate in the design of the Employee Value Proposition
- Preparation of the Kolling Institute’s Year in Review
- Communications prepared on the new clinical research fellow positions to be based within NSLHD.

Upcoming Events

- NSLHD Aboriginal and Torres Strait Islander Hall of Fame inductees (5 April 2023)
- Women in Leadership forum, Hornsby Hospital (19 April 2023)
- Administrative Professionals Week (18-24 April 2023)
- NSLHD Diversity, Equity, Inclusion and Belonging Strategy 2023 - 2027 Launch (28 April 2023)

Philanthropy

NORTH Foundation Update

The new NORTH Foundation community newsletter was launched in March 2023 featuring Mr Paul Salteri and his generous support of Interventional Neuroradiology at RNSH.

The NORTH Foundation are currently reviewing alternate revenue streams to ensure financial stability and to boost funding for key areas of need across NSLHD. The Foundation have also finalised successful grants which will be funded to support a number of research projects across NSLHD facilities and services.

The NORTH Foundation have also recently recruited to three new roles:

- Nicole Green, Director of Philanthropy
- Adele Leathan, Marketing & Communications Specialist
- Adrian Tam, Community Engagement Officer

The Foundation are also currently recruiting for a temporary Marketing Projects Contractor and a Bequests/Planned Giving Specialist.



Lee Gregory
Acting Chief Executive

Date: 11 April 2023