

CE Report



Health
Northern Sydney
Local Health District

**Chief Executive's Report to the NSLHD Board,
the Finance, Risk & Performance Committee,
and the Board, Audit & Risk Committee
February 2022**



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NSLHD 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.

SAFETY AND QUALITY INDICATORS (September 2021)

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	1.1	(0.1)		≤ 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%	14.4%	(1.4%)		≤ 13.0%	12.5%	0.5%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	86%	10.6 %		≥ 75%	88%	12.9%
Unplanned Hospital Readmissions [#]		6.4%	6.0%	0.4%		6.6%	5.9%	0.7%

¹Data 2 month delay

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

SAFETY AND QUALITY

National Standards Accreditation

The Australian Commission on Safety and Quality in Health Care Accreditation Assessment schedule for NSLHD 2022 is as follows:

- 15-18 March 2022 – Ryde Hospital
- 16-20 May 2022 – Hornsby Ku-ring-gai Hospital
- 23-27 May 2022 – Royal North Shore Hospital

It is anticipated that trial accreditation assessments addressing the Clinical Governance and Antimicrobial Stewardship Standards will be held with the Trial Assessors in March 2022 for Hornsby Ku-ring-gai Hospital (HKH) and Royal North Shore Hospital (RNSH). Preparations continue to progress well across all Hospitals.

The NSLHD National Standards Governance Committee recommenced monthly meetings from January 2022, with an initial focus on Clinical Care Standards updates, the Partnering with Consumer Framework and the Clinical Governance Committee Structure. Issues related to the Delirium, Colonoscopy, Management of Peripheral Intravenous Catheters and Acute Anaphylaxis Clinical Care Standards will be addressed at future Committee meetings.

NSLHD Partnering with Consumers Framework 2021-2026

The Consumer and Patient Experience Unit, in collaboration with consumer advisors, have finalised the NSLHD Partnering with Consumers Framework which will be launched in February 2022. The Framework provides consumers with the opportunity to collaborate on future partnerships and ensures ongoing inclusion, consultation and contribution to the design of services, resources and models of care developed in NSLHD.

Safety and Quality Essentials Pathway

NSLHD has entered into a partnership agreement with the Clinical Excellence Commission (CEC) to deliver a locally sustainable Safety and Quality Essentials Pathway. The CEC developed the Pathway strategy to build capability across the NSW Health workforce in patient safety and quality improvement. The Pathway contributes to reducing harm by offering tailored staff development through programs aligned to the Healthcare Safety and Quality Capabilities set.

Real-time Patient Experience Surveying (RTPES)

A three month trial of the RTPES tool in selected in-patient areas concluded in November 2021 with a positive Net Promoter Score (metric used in customer experience programs) of 9.02/10. The next phase of implementation will commence in February 2022 with expansion to additional inpatient wards across NSLHD hospitals. A training video and forums have been created for the launch and development of a policy and procedure to complement the tool is underway.

PATIENT FLOW AND SERVICE ACCESS¹

During November 2021, there were 12,168 presentations to NSLHD Emergency Departments, a decrease of 7% (996 presentations) when compared to November 2020.

During December 2021, there were 13,524 presentations to NSLHD Emergency Departments, a decrease of 3% (423 presentations) when compared to December 2020.

Emergency Treatment Performance (ETP) for NSLHD was 62% in November 2021 against the target of 81%. This demonstrates a decrease of 6% when compared to November 2020 (68%). Overall ETP for NSLHD was 63% in December 2021 against the target of 81%. This demonstrates a decrease of 6% when compared to December 2020 (69%).

Overall Transfer of Care (ToC) for NSLHD was 92% in November 2021 against the target of 90% and was 90% in December 2021 against the same target.

NSLHD had 382 patients overdue for elective surgery as at the end of November 2021 and 344 patients overdue in December 2021. This is a reflection of the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to temporarily suspend all non-urgent elective surgery.

Emergency Department (ED) Presentations by Hospital

Hospital	ED Presentations November 2021	Change from November 2020	ED Presentations December 2021	Change from December 2020
RNSH	6,580	↓ 8% (625 patients)	7,044	↓ 6% (469 patients)
HKH	3,317	↓ 8% (319 patients)	3,789	↓ 2% (97 patients)
Ryde	2,217	↓ 2% (52 patients)	2,691	↑ 5% (143 patients)

¹ This data is for RNSH, Ryde and Hornsby. Northern Beaches Hospital (NBH) data is contained within a separate section.

Emergency Treatment Performance (ETP) by Hospital

Hospital	ETP November 2021	Change from November 2020	ETP December 2021	Change from December 2020
RNSH	51%	↓ 6% (57%)	52%	↓ 8% (60%)
HKH	76%	↓ 3% (79%)	77%	↓ 1% (78%)
Ryde	72%	↓ 14% (86%)	75%	↓ 9% (84%)

Transfer of Care (ToC)

Overall ToC for NSLHD was 92% in November 2021 against the target of 90%. Overall ToC for NSLHD was 90% in December 2021 against the target of 90%.

ToC at RNSH was 84% for November 2021, this is alongside a 5% decrease in ambulance arrivals (86 ambulances) when compared to November 2020. ToC at RNSH was 81% for December 2021, this is alongside a 4% decrease in ambulance arrivals (68 ambulances) when compared to December 2020.

ToC at HKH was 95% for November 2021, this is alongside a 2% increase in ambulance arrivals (14 ambulances) when compared to November 2020. ToC at HKH was 93% for December 2021, this is alongside a 2% increase in ambulance arrivals (14 ambulances) when compared to December 2020.

ToC at Ryde Hospital was 98% for November 2021, this is alongside an 11% increase in ambulance arrivals (57 ambulances) when compared to November 2020. ToC at Ryde Hospital was 94% for December 2021, this is alongside a 14% increase in ambulance arrivals (77 ambulances) when compared to December 2020.

ED Triage

NSLHD met the target for Triage Category 1 in November 2021 and December 2021. Within this, all hospitals achieved 100%.

Hospital	Triage Category 2 – Target 95%		Triage Category 3 – Target 85%	
	November 2021	December 2021	November 2021	December 2021
NSLHD	79%	77%	78%	75%
RNSH	75%	72%	76%	72%
HKH	88%	91%	78%	79%
Ryde	84%	79%	84%	79%

In November 2021, NSLHD achieved 84% for Triage Category 4 and 81% in December 2021 against the target of 70%. All Hospitals met the target.

In November 2021, NSLHD achieved 95% for Triage Category 5 and 93% in December 2021 against the target of 70%. All Hospitals met the target.

Elective Surgery Access Performance (ESAP)

	Target	November 2021	Target	December 2021
Category 1	100%	100%	100%	100%
Category 2	97%	71%	97%	81%
Category 3	97%	62%	97%	75%

Category 3 performance results are a direct reflection of the COVID-19 pandemic. Temporary measures have been introduced across NSLHD to ensure patients continue to receive timely access to elective surgery. This includes centralisation of all NSLHD elective surgery bookings and clinical prioritisation of all Category 1 surgery cases.

Average Length of Stay (ALOS) (rolling 12 months)

Hospital	Target	November 2021	Target	December 2021
RNSH	4.93 days	5.31 days	4.93 days	5.15 days
HKH	3.94 days	3.93 days	3.97 days	3.94 days
Ryde	3.69 days	4.81 days	3.69 days	4.25 days

NORTHERN BEACHES HOSPITAL REPORT

ED Presentations

There were 5,410 presentations to NBH in November 2021 (excluding COVID-19 Clinic numbers). This is a 5% decrease when compared to October 2021 (5,714 presentations). For November 2021, NBH recorded 3,463 COVID-19 Clinic presentations.

There were 5,937 presentations to NBH in December 2021 (excluding COVID-19 Clinic numbers). This is a 10% increase when compared to November 2021 (5,410 presentations). For December 2021, NBH recorded 12,347 COVID-19 Clinic presentations.

Transfer of Care (ToC)

NBH continues to perform strongly against ToC targets, achieving 98.1% in November 2021, an increase of 0.7% from October 2021. In December 2021, NBH achieved 97.5%, a decrease of 0.6% from November 2021.

Emergency Treatment Performance (ETP)

Excluding COVID-19 Clinic presentations, overall ETP at NBH was 69% in November 2021, an increase of 2% from October 2021. This decreased by 5% in December 2021, with an overall ETP of 66%.

Admitted ETP was 41% in November 2021, an increase of 4% from October 2021. This then decreased by 4% in December 2021, with an ETP of 37%.

FINANCIAL PERFORMANCE

General Fund

Overview

In January 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$0.5M (0.3 %) favourable, resulting in \$36.9M (-3.7%) unfavourable position 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 \$18.1M (-2.0 %) unfavourable for January 2022 year to date. NSLHD continues to work closely with the MoH to assess the impact of COVID-19 on NSLHD's financial results.

District Finance, and each Hospital and Service, are working collaborative on Efficiency Improvement Plans (EIPs) to ensure financial sustainability. As at February 2021, approximately \$6.5M work of EIPs have either been submitted or and a further \$6.0M are in the process of being drafted.

Total Expenses

In January 2022, NSLHD recorded \$1.5M favourable for Total Expenses and \$3.5M (-0.33%) unfavourable year to date for Total Expenses (after adjusting for the COVID-19 response). Despite lower overall levels of activity, expenses have not decreased correspondingly and remain at elevated levels.

Overall YTD COVID-19 incremental expense is \$90.7M which comprises of mainly COVID-19 clinics, vaccinations and outsourced patient services activities.

The elevated expense levels year to date despite lower overall activity is primarily due to the District's efforts to effectively respond to COVID-19 outbreaks and to maintain a state of COVID-19 readiness at all times. The existing cost base which have been diverted to provide COVID-19 readiness is approximately \$36.8M year to date.

The District has revised its Expense forecast (after adjusting for the impact of COVID-19) from \$8.0M to \$6.0M unfavourable.

Revenue

In February 2022, NSLHD recorded \$12.8M (-8.2 %) unfavourable year to date for Total Own Sources Revenue. This is primarily driven by a reduction in private inpatient and outpatient activity due to the previous COVID-19 lockdown.

Full year Revenue forecast for the District has been revised from \$15.0M to \$16.5M unfavourable. The increase in unfavourable forecast of \$1.5M is mostly driven by the reduction of MAA subsidies.

Other item/s

As at 31 January 2022, the NSLHD operating bank account was \$3.869M.

PATIENT REPORTED MEASURES (PRMs)

Implementation of the Patient Reported Measures program (PRMs) continues across NSLHD in collaboration with the Agency for Clinical Innovation (ACI). Since March 2021, a total of 833 patient surveys have been collected across 15 services including the Osteoarthritis Chronic Care Program, Osteoporosis Re-fracture Prevention, High Risk Foot Clinic, Chronic Heart Failure Service and Renal Supportive Care. NSLHD is currently within the top 5 LHDs for number of surveys completed.

The NSLHD PRMs team have commenced planning for further implementation in 2022, with Collaborative Commissioning initiatives and a number of Leading Better Value Care services in scope.

CLINICAL NETWORK MONTHLY HIGHLIGHT

Cancer Network

Cancer Institute New South Wales (CINSW) Reporting for Better Cancer Outcomes Program (RBCO) 2021 results demonstrated that NSLHD continues to lead the State in cancer outcomes with five year survival increased to 72 per cent.

A draft of the NSLHD Cancer Plan 2026 has been completed with consumer feedback, based on a model of care.

In 2022, the Cancer Network will focus on an NSLHD Model of Care which incorporates a whole of cancer service delivery approach.

The Cancer Network is working towards achieving optimal volumes and utilising shared Multi-disciplinary Teams (MDTs) across NSLHD. This program of work will be supported by improvements and developments in use of virtual health (including establishment of MDT theatre space) and MDT governance oversight to be provided through tumour specific Tumour Forum/Boards as supported by MDT clinical leads.

SERVICE IMPROVEMENT AND INNOVATION

PwC have been engaged to support the NSLHD delivery of virtual care to provide safe and high quality care to the community. The aims of the project are to:

- Understand the current state assessment of virtual care within NSLHD;
- Develop a strategic direction framework to outline the vision for the future of NSLHD's virtual care;
- Identify and prioritise virtual care opportunities that could address current service challenges;
- Co-design with clinicians and consumers the prioritised virtual models of care; and,
- Develop a funding model, business case and environmental impact assessment for prioritised virtual models of care with the MoH.

Stakeholder consultations are currently taking place to understand the current position and a Leadership Forum will take place in February 2022 to develop the strategic framework.

INTEGRATED CARE

Collaborative Commissioning

NSLHD has successfully progressed into the 'Feasibility Phase' of the Collaborative Commissioning program, following a meeting between NSLHD, the Primary Health Network (PHN), the Secretary, NSW Health and Deputy Secretary Patient Experience and System Performance.

Funding has been granted for the next 12 months to begin implementing priority initiatives. These include better supports for General Practitioners (GPs) to access early specialist input for their patients, health and social care co-ordination, and rapid response services in the community. Next steps include finalising Implementation Planning and reporting to support the Joint NSLHD/Sydney North Health Network Executive to monitor progress and outcomes.

RNSH Frailty Screening and Optimisation Outreach Program (FSOOP)

The RNSH Frailty Screening and Optimisation Outreach Program (FSOOP) is a targeted care approach whereby a specialist provides frailty screening and management of patients on the

RNSH elective surgical waitlist. The waitlist averages over 4,000 patients per year, with approximately 21 per cent of patients aged 70 years or over.

Recruitment is in progress for a 12 month position to undertake a role to screen patients waiting for surgery and engage with the patient, their families and GP if identified as frail. The focus will be to optimise that patient for their upcoming surgery and will aim to improve the length of stay, surgery cancellations and patient's experience of surgery.

HEALTH SERVICES PLANNING

Development of a new Strategic Plan for NSLHD has commenced with a NSLHD Board Strategic Planning Day held on 5 February 2022. The day was an opportunity for the Board to reflect on the existing plan and identify and discuss strategic challenges and opportunities for the District that will shape the direction of the next Strategic Plan. Development of the plan and strategic themes will continue over the next five to six months around with stakeholder engagement including executive, staff, consumers and external partners.

Ryde Hospital Redevelopment

Work continues in consultation with MoH to secure endorsement of the Ryde Hospital Clinical Services Plan. All issues raised by the MoH have been addressed with final confirmation around Mental Health, Renal Dialysis, Imaging and Outpatient Services expected shortly.

RNSH Capacity Assessment

A project has commenced with the aim of better understanding RNSH current infrastructure utilisation, identifying pressures over the next five, 10 and 15 years and potential gaps that require attention. This project will inform both the new NSLHD Clinical Services Plan, which will commence later in 2022, and the Strategic Asset Management Plan.

SERVICE UPDATES

Aboriginal Health Service

Bungee Bidgel has partnered with the Brien Holden Vision Institute to provide free eye checks and low or not cost glasses to patients. The Brien Holden Vision Institute is an Australian nonprofit non-governmental organization with an international focus on eye care research and vision care delivery. The Clinic will be open one day per week in February, March and April 2022.

Allied Health

The Allied Health Workforce Modelling to 2040 project will run throughout 2022 and cover 20 Allied Health Professions. The MoH will engage and collaborate with NSLHD subject matter experts to support the project. The objectives are to establish indicative workforce requirements and supply, identify risk factors associated with the Allied Health workforce and provide data to make informed decisions regarding future workforce planning.

Allied Health Pharmacy Technician Amanda Pollak, is a finalist in the NSW Health Excellence in Allied Health Awards. Winners will be announced to coincide with the NSW Health Allied Health Research Showcase in early 2022.

Mental Health, Drug & Alcohol (MHDA)

The carer video '*Outside the Box*' was launched online on 30 November 2021. Funded by a NSLHD Innovation Grant, the video features the stories and experience of MHDA carers. The video acknowledges the value carers bring and aims to promote inclusion of carers in healthcare delivery.

MHDA received a Highly Commended Certificate in the Non-Clinical Service Delivery category of the ACHS Awards for the 'Hey You Mob' initiative, promoting cultural engagement with Aboriginal communities.

Planning is underway to build a Safehaven at Macquarie Hospital. The new service will provide a space for young people in a mental health crisis to receive support from the Youth Response Team. Safehaven will provide an alternative option to Emergency Department presentations and home visits.

Primary & Community Health (PACH)

NSLHD has received funding for two additional Wellbeing nurses as part of the Wellbeing and Health In-reach Nursing (WHIN) NSW Education and Health partnership program working in nominated public schools across NSLHD. The four Wellbeing nurses will support children, young people and families at a number these schools from 2022 to 2024.

Counter Disaster Unit (CDU)

During the Christmas and New Year period the CDU supported the Nursing and Midwifery Directorate to implement changes to models of care and streamline queuing processes in the COVID-19 testing clinics.

Situational awareness was established with the prolonged power outage on the Northern Beaches in early December 2021 following storm damage. While attendance in the Emergency Operations Centre was not requested, remote advice was provided.

Testing of plans continues with the participation in the Northern Beaches Local Emergency Management Committee Bushfire exercise and the facilitation of a Ryde Hospital Disaster Control Centre exercise.

COMMUNICATIONS

Internal Communication

- Chief Executive COVID-19 end-of-year update and review
- Chief Executive email broadcasts on COVID-19 updates
- Three NSLHD Newsletters published
- Chief Executive email broadcast announcing RNSH's Dr Daniel Nour winning Young Australian of the Year and delivering the Australia Day national address
- Chief Executive email broadcast announcing the NSLHD Australia Day Honours recipients
- International Day of People with a Disability forum held
- Announcement with University of Sydney on appointment of Academic Directors of Faculty of Medicine and Health
- Production and distribution of COVID-19 commemorative pins to staff for presentation by CE to hospitals and services

Social Media

- The NSLHD Facebook page has 40,161 followers, with posts reaching at least 220,000 individual people
- The NSLHD LinkedIn page has more than 239 new followers
- The NSLHD Twitter page has 44 new followers with 3319 views
- The NSLHD Instagram page has 103 new followers and 525 profile visits
- Extensive COVID-19 public health messaging on restrictions; COVID-19 testing changes and vaccinations campaign marketing
- Social media campaign for NSLHD Health Promotion on drinking less

External Media and Communication

- NSLHD Board Chair and CE provided the 2021 Annual Public Meeting via live broadcast.
- Published the NSLHD Year in Review 2021
- Hosted NSW Premier and Minister for Health visit to vaccination hub and media conference
- Facilitated three NSW Premier, Health Minister and Chief Medical Officer COVID-19 media conferences at the Kolling Building
- Media release issued on NSW's first ever paediatric concussion clinic at RNSH
- Health Minister and Manly MP attended Manly AYAH site visit
- Dr Ravi Bindy research story on deadly impact on COVID-19 on underlying medical conditions on Channel 9 and 2GB
- Kolling research on how hot weather raises the risk of premature births. Featured in the Sydney Morning Herald
- RNSH rheumatologist Professor David Hunter discussed the research around the benefits of exercise for those who suffer foot pain. The condition impacts one in five people

Upcoming Events

- Exceptional People Awards will be held on 25 February 2022
- Opening of HKH stage 2 redevelopment scheduled for March 2022
- The Ray Hollings Surgical Excellence Award and Harry Cumberland Travelling Scholarship will be announced on 14 February 2022

Projects

- Assisted CE with COVID-19 commemorative pins and hospital visits
- Assisted Nursing and Midwifery COVID-19 testing team with promotional material
- Ongoing website redevelopment updates
- My Surgery journey website Chatbot published
- Video production showcasing HKH redevelopment
- Co-ordination of NSW Government's branding revision
- Preparation of communication for migration of Microsoft Exchange online migration

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

ICT Hardware and Infrastructure

ICT continues to support the COVID-19 response and respond to District requests for consolidation of COVID-19 related Hospital and Service changes.

Clinical Informatics Projects

eMR Comprehensive Care and Smoking Cessation Projects

Comprehensive Care (Risk Screening Assessment, Diagnosis and Documentation Workflow components) and Smoking Cessation Projects are currently planned for implementation on 29 March 2022.

eMeds Enhancements

NSLHD continues to partner with eHealth NSW to implement several electronic medication initiatives.

- Enhancements to IV Fluid Management are on track to be delivered in the first half of 2022.
- Drug Burden Index (DBI): The evaluation period for DBI pilot has now ended. Planning underway for rolling out the functionality across all sites with the suggested enhancements in the first half of 2022.

eRIC Implementation at NICU

The rollout of the Electronic Record for Neonatal Intensive Care (eRIC NICU) across RNSH NICU is being planned in collaboration with eHealth NSW. Steering Committee meetings and Project Working group meetings have been established and recruitment activities are being finalised. The project is on track for implementation in May 2022.

Waitlist Optimisation Project

In collaboration with eHealth NSW and the MoH, this project aims to modernise the waitlist functionality. Testing of the eMR build is underway. The implementation date has been delayed due to unavailability of staff for training and User acceptance testing process. The revised implementation date for the project is April 2022.

Manly Adolescent and Young Adult Hospice (AYAH)

An ICT Technical Working Group has been formed and is working through network and power requirements. Meeting room requirements have been reviewed with additional detailed planning in progress regarding the patient entertainment requirements.

Ryde Hospital Redevelopment

ICT continues to work with Health Infrastructure on ICT design and requirements for the building tender.

Microsoft 365 Digital Workspaces Project

The Microsoft 365 Digital Workspaces project aims to build a responsive and adaptive organisation by enhancing the digital experience, improving access to information, and providing the capability to effectively collaborate and communicate within and across NSLHD.

- *NSLHD Intranet Upgrade:* The current-state data collection was completed in December 2021. Focus is now on developing a future-state design, engaging the relevant business stakeholders and agreeing an overall high-level architecture (February-March 2022).
- *Microsoft Teams Adoption:* Outlook mailboxes migrated to Microsoft 365 (Exchange Online) in February 2022 providing improved functionality and capability across the Microsoft 365 platform.
- *Microsoft Office 365 Deployment:* ICT is working with eHealth NSW on a pilot solution for Kiosk machines (Computers on Wheels) on the wards.
- *Modern Meeting Spaces Refresh:* Deployment program of Health Managed Meeting Room upgrades / new installations is ongoing. A RNSH meeting room functionality site survey was conducted in January 2022 to determine a replacement plan for end of life equipment. All Health Managed Meeting Room calendars not already migrated to Exchange Online will be migrated as part of the broader migration program in February 2022, enabling these systems to join Microsoft Teams meetings and unlocking additional features and functions.

Microsoft Exchange Online Project

ICT is working with the eHealth Exchange Online Project to migrate user mailboxes from on-premises Exchange servers to the cloud-based Microsoft 365 Exchange service, commencing 31 January 2022. This will be deployed in a phased approach, targeting whole sites where possible. A comprehensive communication plan has been developed and changes should be transparent to users, with Webmail to be used as a backup solution if required.

Cyber Security

Implementation of the Cyber Security Roadmap continues and includes the procurement of two alternative end point protection solutions that will be piloted over the next 6 months.

ICT continues ongoing activities to further improve the Essential 8 maturity scores aligned with the NSW Government Cyber Security Policy.

MEDICAL SERVICES

Technical Assistants

As a way to augment our medical workforce, in collaboration with the University of Sydney, suitable 4th year medical students have been identified to be employed across the District in a newly created position to assist with the COVID-19 response with technical procedures and associated tasks under the direction of senior medical officers and the nursing team.

Medical Graduate Interns

NSLHD welcomed 105 new medical graduate interns in January. The medical graduates will now embark on a supervised year of practice and begin their journey to become medical practitioners. A number of Interns from RNSH were welcomed last week by NSW Premier Dominic Perrottet, NSW Health Minister Brad Hazzard and Chief Health Officer Dr Kerry Chant.

NURSING AND MIDWIFERY

COVID-19 Response Team

NSLHD currently operates COVID-19 Screening Clinics at RNSH, HKH, MVH, Ryde Hospital and Brookvale Community Centre. Staff worked extremely hard during the Christmas and New Year period to meet the testing demands.

Patient Access and Logistic Service (PALS)

The service continues to respond to the needs of each of our Hospitals. The Patient Access and Logistics Service are now utilising the new Bed Board within the new Patient Flow Portal.

Nursing and Midwifery Workforce

Surge Workforce

The Nursing and Midwifery workforce team is assisting with a number of strategies to support staffing deficits currently being experienced across all NSLHD Hospitals and Services. These include allocation of 11 first year Assistants in Nursing (AINs) across NSLHD, 14 Care Assistants allocated to Ryde Hospital, HKH and RNSH, 38 new graduate nurses, review and consultation with key stakeholders to determine the viability of a temporary Nursebank for NSLHD.

Enrolled Nurses

Applications recently opened for the NSW Health Enrolled Nurse (EN) Scholarships for 2022. NSLHD will partner with TAFE NSW - Northern Sydney Institute (NSI) to deliver this program, with applications closing on 10 February 2022.

The first cohort of Transition to Professional Practice (TPP) ENs will commence across all NSLHD facilities from February 2022. Further cohorts are expected to commence in May, June and September 2022 in keeping with the TAFE NSW - NSI course timeframes.

NSLHD N&M Casual Pool

Advertisements are currently open to recruit to the NSLHD Casual Pool for AINs, Acute and Mental Health ENs and RNs, as well as specialty RNs for Renal, NICU, ED, WCFH, ICU, Theatres and Community.

Nursing Agencies

Following a review of nursing agencies contracted to NSLHD, the tender has been extended until February 2023.

Meetings were held in December 2021 with the managers of all contracted agencies to discuss NSLHD's ongoing requirements as well as a request for assistance to fulfil roster shortfalls across the District.

A further six Sydney-based nursing agencies were met with recently to determine if they were able to assist with current NSLHD nursing and midwifery workforce requirements. Their responses, terms and fees are currently being reviewed and a decision on progression will be forthcoming in the next week.

Planning for the 2023 recruitment campaign is now underway, with preliminary meetings held with statewide coordinators commencing in mid February 2022.

Immunisation Scholarships

NSLHD is offering a further 10 scholarships to undertake the Australian College of Nursing's 307 Immunisation for Health Practitioners course. This is a Health Education Services Australia (HESA) Accredited course which qualifies nurses to work as a Nurse Immuniser and will support any ongoing vaccination program arising from the COVID-19 response.

Maternity Services

The Hyperemesis Gravidarum NSW Health initiative is a four year project with an aim to improve the experience of pregnant women suffering Hyperemesis Gravidarum (HG). To date, the Maternal Neonatal and Women's Health Network have contributed to the NSW Health HG guideline and have attended a scoping exercise to ascertain current services, models of care and referral pathways available to women in NSLHD. The NSLHD HG project plan was submitted to the MoH in December 2021.

PEOPLE AND CULTURE

People Matter Engagement Survey (PMES)

The Organisational Development and Capability team have held 17 focus groups with Hospitals, Services and directorate leaders, to discuss their individual service's 2021 PMES annual survey results, and assist with developing action plans.

Managing for Team Wellbeing Workshops

Seven virtual wellbeing workshops were delivered between November and December 2021. More than 150 NSLHD frontline and other leaders attended the 2021 sessions, and feedback has been excellent. Three additional workshops have been scheduled across January and February 2022.

COVID-19 Care Rounding

Rounding with hospital and service executives and People and Culture teams recommenced in January 2022 and will continue into the coming months on an as needed basis.

COVID-19 Care rounding provides opportunity for:

- Hospital and Service executives and People and Culture leadership teams to increase site presence and personally recognise the efforts of the wider teams
- Frontline and other staff to voice questions, concerns or other feedback for appropriate escalation
- Leadership teams to conduct a 'temperature check' in regards to staff wellbeing and provide relevant support and advice

Psychological First Aid Workshops

Psychological First Aid Workshops have commenced for MHDA staff. People and Culture, in collaboration with Counter Disaster Unit, are finalising a unique psychological first aid workshop format for staff that are regularly deployed for emergency response.

NSLHD Health and Wellbeing Plan

The 2022-2023 NSLHD Health and Wellbeing Plan is currently being finalised and is due for release early 2022.

Violence Prevention and Management Training (VPMT)

VPMT has recently recommenced face to face training, and since November 2021, six workshops have been delivered (three Personal Safety Workshops and three Team Restraint Workshops) with a total of 34 participants across these workshops.

92 VPMT workshops are currently planned for 2022 with the following breakdown: 64 Personal Safety Workshops, 18 Team Restraint Workshops, eight Refresher Days and two Train the Trainer Workshops.

District Security Services

The RNSH Security Service will transition to become an NSLHD owned service as of 31 January 2022 (previously managed by Healthshare NSW). A year-end review of progress against the Peter Anderson review of security in hospitals was completed. Preparations are underway for the next cycle of audits in 2022.

Launch of the Advancing Women in Medical Leadership Working Group

December 2021 saw the inaugural meeting of the Advancing Women in Medical Leadership Working Group with strong representation from senior medical leaders across the District. Chaired by the CE and sponsored by the Board Chair, this group aims to focus on identifying and promoting practical initiatives to support more women in senior medical leadership roles.

Mandatory Vaccinations for Health Care Workers

The Human Resources Business Partner teams continue to support staff and work through the processes relating to compliance with the public health order and NSW Health Secretary's determination.

Recruitment and Onboarding

High activity levels in the Employee Services team continued across the end of 2021 and into 2022 as we continue to respond to the need to supply a surge workforce in relation to the current COVID-19 outbreak.

Staff Recognition

Planning and preparations continue for the Exceptional People Awards to be held on 25 February 2022, with over 200 participants attending a COVID-19 safe event to reflect and commemorate another incredible year of achievement from our exceptional people at NSLHD.

2022 Leadership Programs

The pilot cohort of the Senior Leadership Development Program finishes the program in Q1 of 2022. Nominations have been received for the mid-tier programs for 2022 the first cohort due to commence March 2022.

RESEARCH

My Research Hub

My Research Hub is an NSLHD initiative launched in November 2021. The Hub is an innovative support centre designed to help researchers navigate the research process and provides researchers with end-to-end research support. The Hub contains the centralised support services for research at NSLHD, including research ethics and governance, clinical trials support, strategy, grants and funding, finance and HR support, REDCap, biostatistics, research training, communications and research promotion.

Sydney Health Partners

The second NSLHD clinical trials forum, designed to provide information to staff across the District on the key changes and updates in clinical trials, will be held in February 2022. This forum will include speakers from the National Health and Medical Research Council (NHMRC) Clinical Trials Centre, and a presentation by a leading NSLHD clinical trialist.

Training on the new Clinical Trial Management System (CTMS), set to be rolled out as one or two pilot sites in 2022, will commence in February.

Planning for the 2022 Ramsay Research Grants has commenced, with the grant applications likely to be invited in March 2022. The 2021 round provided over \$750,000 in research funding to a variety of projects including in surgery, nursing and allied health.

Nursing and Midwifery Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- Preparation is underway for the Nurse Practitioner (NP) Forum on 19 April 2022 (COVID-19 dependant)
- Preparation is underway for Nursing and Midwifery Conference on the 15 June 2022 (COVID-19 dependant)
- Education program including master classes scheduled virtually for 2022
- There were 52 NSLHD N&M Publications recent Research Centre publications for 2021
- PhD examination underway for The University of Queensland students.
- Higher Degrees by Research (HDR) supervision continues for PhD/Master students
- Review by Nurse Practitioner (NP) Governance Committee of NP Scopes and updated on intranet including clinical learning plan and Director of Nursing approval template.
- NLSHD Transitional Nurse Practitioner (TNP) and Registered Nurse (RN) master candidate network meetings scheduled
- NSLHD N&M Research and Practice Development Monthly Newsletter continues
- Individual research/practice inquiry consultations provided to nurses and midwives included improving the continuity of care for orthopaedic patients and quality improvement processes.
- Support of N&M clinicians across NSLHD with individual and group meetings

Kolling Institute

The Kolling Research Plan was approved by the Kolling Governance Committee in December 2021. The Plan will act as a roadmap for the implementation of the Kolling Strategy 2021-25.. The Research Plan includes shared sponsors of goals, established priority dates on deliverables, identification of risks to the plan and definitive milestones.

A high-level action plan has been established which details key actions and responsibilities for implementation of the Plan in the first six months of 2022.

The recently updated Kolling Institute Media and Communication Strategy provides a strong message highlighting the unique partnership between the university and the NSLHD, emphasising the benefits of such a partnership in harnessing the talents from both the University and the District.

NORTH FOUNDATION

Christmas Appeal

The NORTH Foundation have raised more than \$140,000 in the 2021 Christmas Appeal, making it the most successful Christmas Appeal to date. This campaign included additional measures to increase awareness in the Community. The campaign has reached more than 80,000 people from our online Appeal marketing activity and visits to our website from our social media channels increased by 70% in comparison to last year's Christmas Appeal period.

DGR1 Status

At the end of 2021, the Australian Charities and Not-for-profits Commission (ACNC) granted the NORTH Foundation Deductible Gift Recipient 1 (DGR1) status, classing it as both a Health Promotion Charity and an Advancing Health Charity. Upgrading the Foundation to become a DGR1 Health Promotion Charity (from its previous status as a DGR2 Charity) is a key element of the strategy to significantly grow the major donor base. The Foundation can now, on behalf of the NSLHD, directly apply for grants and work directly with family foundations.

Costumes for Cancer Campaign

To support cancer researchers, the Foundation has launched the inaugural *Costumes for Cancer* campaign, encouraging people to support life-changing cancer research by signing up and dressing up to host a fundraiser this February for World Cancer Day, 4 February 2022.



Deb Willcox
Chief Executive

Date: 9. 2. 22