

# CE Report



**Health**  
Northern Sydney  
Local Health District

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

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## **NORTHERN SYDNEY LOCAL HEALTH DISTRICT (NSLHD) PERFORMANCE**

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 (March 2022)**

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>1*</sup>		≤ 1.0	1.5	-0.5		≤ 1.0	0.9	0.8
ICU CLAB Infection Rate <sup>1*</sup>		= 0.0	0.0	0.0		= 0.0	0.2	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%	10.5%	2.5		≤ 13.0%	12	9
MH: APDC Follow Up Within 7 days <sup>1</sup>		≥ 75%	80%	5.4		≥ 75%	87	86
Unplanned Hospital Readmissions <sup>#</sup>		=6.5%	6.2%	-0.3		=6.6%	5.9	-0.7

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

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

### **SAFETY AND QUALITY**

#### **National Standards Accreditation**

Ryde Hospital completed the Australian Council on Healthcare Standards (ACHS) Accreditation Assessment between 15-18 March 2022. Ryde Hospital met all criteria with no recommendations.

Feedback received from the Assessors highlighted that Ryde Hospital was providing consumer focused care, that there was effective leadership and teamwork.. It was noted that the Hospital has a strong safety culture and were impressed with the involvement of a broad range of Consumer Advisors. Support and involvement of the NSLHD Board and NSLHD Executive Team was commended, particularly given the demonstrated integration of the Hospital within the District.

The Assessors commented on the high quality of the Standard Summary Information provided and made special mention of initiatives including: the implementation of the PROMPT system; the Patient Safety Culture Survey; and the Aboriginal and Torres Strait Islander Cultural Self-Assessment.

Trial assessments were conducted at Hornsby Ku-ring-gai Hospital (HKH) and Royal North Shore Hospital (RNSH) in March 2022. Preparations continue to progress well across all Hospitals in advance of their Accreditation Assessments in May 2022.

#### **Medication Safety**

The NSW Medicines Formulary lists medicines and therapeutic agents that have been approved for use in NSW public hospitals and health services. The Formulary will be rolled out across NSLHD in late 2022. In preparation, NSLHD is initiating a review of drug and therapeutics and medication safety governance arrangements. A District model is being established that will require changes to local governance arrangements, development of an

NSLHD Drug, Therapeutics and Formulary Implementation Advisory and establishment of a Steering Group. This structure will support implementation of the Formulary and guide the governance review.

### **NSLHD Quality and Improvement Awards**

Entries for the NSLHD Quality and Improvement Awards have opened and will close on 29 April 2022. The Awards celebrate the excellence of our staff by recognising projects that have empowered patients to be involved in the delivery of their care, and embedded continuous improvement in patient experience outcomes.

A new Planetary Health Award has been added to the category list for the first time in 2022. The Planetary Health Award recognises initiatives that aim to deliver an economical and environmentally sustainable future, aligned with the NSLHD Planetary Health Framework 2021-2023.

### **PATIENT FLOW AND SERVICE ACCESS**

During February 2022, there were 11,333 presentations to NSLHD Emergency Departments, a decrease of 6% (830 presentations) when compared to February 2021.

Emergency Treatment Performance (ETP) for NSLHD was 59% in February 2022 against the overall target of 81%. This demonstrates a decrease of 8% when compared to February 2022 (67%).

Overall Transfer of Care (ToC) for NSLHD was 92% in February 2022 against the target of 90%.

NSLHD had 598 patients overdue for elective surgery as at the end of February 2022. 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 February 2022	Change from February 2021
RNSH	6,065 presentations	↓ 7% (458 patients)
HKH	3,203 presentations	↓ 5% (169 patients)
Ryde	2,065 presentations	↓ 9% (203 patients)
NBH	4,953 presentations	↓ 10.3% (568 presentations)

### **Emergency Treatment Performance (ETP)**

Hospital	ETP February 2022	Change from February 2021
RNSH	48%	↓ 9% (57%)
HKH	71%	↓ 9% (80%)
Ryde	71%	↓ 6% (77%)
NBH	62.4%	↓ 6.2% (68.6%)

### Transfer of Care (ToC)

Overall ToC for NSLHD was 92% in February 2022 against the target of 90%.

ToC at RNSH was 82% for February 2022, this is alongside a 1% increase in ambulance arrivals (15 ambulances) when compared to February 2021.

ToC at HKH was 94% for February 2022, this is alongside a 0.6% increase in ambulance arrivals (4 ambulance) when compared to February 2021.

ToC at Ryde Hospital was 97% for February 2022, this is alongside a 2% decrease in ambulance arrivals (14 ambulances) when compared to February 2021.

ToC at Northern Beaches Hospital (NBH) was 98.5% in February 2022, a decrease of 0.9% when compared to February 2021 (99.4%).

### ED Triage

NSLHD met the target of 100% for Triage Category 1 in February 2022. All hospitals achieved 100%, including NBH.

	<b>Triage Category 2 – Target 95%</b>	<b>Triage Category 3 – Target 85%</b>
<b>Hospital</b>	<b>February 2022</b>	<b>February 2022</b>
NSLHD	76%	77%
RNSH	71%	67%
HKH	89%	85%
Ryde	84%	88%
NBH	85.5%	82.5%

In February 2022, NSLHD achieved 83% for Triage Category 4 against the target of 70%. Within this, all hospitals met the target. NBH achieved 84% for Triage Category 4.

In February 2022, NSLHD achieved 93% for Triage Category 5 against the target of 70%. Within this, all hospitals met the target. NBH achieved 95% for Triage Category 5.

### Elective Surgery Access Performance (ESAP)

	<b>Target</b>	<b>February 2022</b>
Category 1	100%	100%
Category 2	97%	80%
Category 3	97%	70%

NSLHD ESAP results (excluding NBH) are a direct reflection of the COVID-19 pandemic. Temporary measures have been introduced across the District 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	February 2022
RNSH	5.13	5.32
HKH	4.08	4.10
Ryde	3.86	4.96

## **FINANCIAL PERFORMANCE**

### **General Fund**

#### ***Overview***

In March 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$2.5m (-1.6 %) unfavourable, resulting in \$31m (-2.4 %) unfavourable position year to date. This included the incremental costs related to the COVID-19 response.

After adjusting for the impact of COVID-19 NSLHD recorded a NCOS of \$20.8m (-1.73 %) unfavourable for March 2022 year to date. NSLHD continues to work closely with the MoH to assess the impact of COVID-19 on NSLHD's financial results.

NSLHD Finance, together with each Hospital and Service, continue to work collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial sustainability. As at March 2022 approximately \$6.5m worth of EIPs have been submitted, and future EIPs are currently being formulated as part of next financial year's budget plan.

#### ***Total Expenses***

In March 2022, NSLHD recorded \$0.4M unfavourable for expenses (after adjusting for COVID-19 expenses). NSLHD recorded \$2.7m (-0.19 %) unfavourable year to date.

Overall year to date COVID-19 incremental expense is \$104.1m which comprises of mainly COVID-19 clinics, vaccinations and outsourced patient services activities. Year to date expenses remain elevated due to NSLHD's COVID-19 response. The existing cost base which has been diverted to provide COVID-19 readiness is approximately \$44.6m year to date.

The NSLHD expense forecast (after adjusting for the impact of COVID-19) remains at \$5.0m unfavourable.

#### ***Revenue***

NSLHD recorded \$15.4m (-7.6 %) unfavourable year to date for Total Own Sources Revenue. This is primarily driven by a reduction in private inpatient and outpatient activity.

NSLHD revised its Revenue forecast from \$16.5m to \$19.0m unfavourable.

#### ***Other item/s***

As at 31 March 2022, the NSLHD general fund bank account balance was \$4.641m.

## **CLINICAL NETWORK MONTHLY HIGHLIGHT: CHRONIC AND COMPLEX MEDICINE NETWORK (CCM)**

The CCM Network includes the specialties of endocrinology, pain management and renal medicine.

Throughout the COVID-19 pandemic, the CCM Network worked closely with all specialties to ensure safe and effective care for patients with diabetes, chronic kidney disease, and complex

pain. This has included supporting the extended use of telehealth and virtual care and collaborating with state-wide communities of practice to update procedures, guidelines and additional resources. NSLHD renal services have effectively continued to provide in-centre haemodialysis while managing associated risks, including patients who are immunocompromised.

### **2021/22 Selected Achievements**

- Service monitoring and evaluation in Leading Better Value Care tranche 1 programs together with commencement in use of Patient Reported Measures (Renal Supportive Care, High Risk Foot Services and in-hospital management of glycaemia in people with type 2 Diabetes).
- RNSH Pain Management service annual benchmarking of patient reported measures captured on a statewide database (electronic Persistent Pain Outcomes Collaboration).
- Improved efficiencies in non-admitted care for renal services. This included providing support for HKH in commissioning a 10 chair Haemodialysis Unit in the Stage 2A redevelopment.
- Participated in the development and review of Sydney North Health Network (SNHN) Pathways for diabetes, chronic kidney disease, and chronic and complex pain management.
- Developed diabetes models of care for vulnerable populations including shared antenatal care for women with Gestational Diabetes and Young Adults with Diabetes. Work is progressing regarding access to specialist endocrine services for people with a mental health diagnosis.
- Implemented of a number of strategies together with General Practice and SNHN, in managing diabetes, which is aligned with the NSW Diabetes Initiative.

### **2022 Priorities**

- Continue to develop the use of virtual care within renal, endocrine, diabetes, and pain management services, including consideration of service linkages within the virtual hospital and use of remote monitoring.
- Continue to implement Patient Reported Measures within Leading Better Value Care tranche 1 programs (Renal Supportive Care, High Risk Foot Services and in-hospital management of glycaemia in people with type 2 diabetes).
- Strengthen the function of the Network in strategic service governance as the HKH dialysis service is commissioned in 2022.
- Ensure development and currency of procedures and guidelines for NSLHD wide services, with a focus on the application of renal service procedures and guidelines for HKH's dialysis service.
- Support services in capturing and using data to inform service monitoring and review.

## **SERVICE IMPROVEMENT AND INNOVATION**

### *NSLHD Innovation Program*

Applications for the NSLHD Innovation Program closed in March 2022. The NSLHD Innovation Committee has assessed applications and have recommended four teams to present at the Pitch on 26 April 2022. The April 2022 event will be the first of three Innovation Pitch events in 2022.

### *NSLHD Virtual Care Project*

The NSLHD Virtual Care Steering Committee approved the NSLHD Virtual Care Strategic Framework which establishes a vision and guiding principles for the development of virtual care initiatives in NSLHD.

In March 2022, consultancy firm PwC facilitated three working sessions with a wide variety of stakeholders to consider the most appropriate virtual care operating model. This model will help to better coordinate, enhance and support virtual care initiatives across NSLHD. The outputs from these sessions have informed the options being put forward to the Steering Committee for consideration.

## **INTEGRATED CARE**

### *Collaborative Commissioning*

General Practitioners (GPs) and the Sydney North Health Network (SNHN) have provided feedback on the GP Dashboard, which has been developed to provide GPs with basic information on patients that have been discharged from public hospitals in the last month for their review. The Dashboard also provides a starting place for new at-risk patients to be identified and enrolled into the Collaborative Commissioning pathway through their GP.

## **HEALTH SERVICES PLANNING**

### *NSLHD Strategic Plan 2022-2027*

A number of targeted consultation sessions have been held with key stakeholder groups including General Managers, Service Directors, and Senior Managers and with the Clinical and Quality Council. Additional Workshops are scheduled for April 2022 for Consumers, Carers, and the Culturally and Linguistically Diverse (CALD) Community, and a dedicated workshop with the NSLHD Aboriginal and Torres Strait Islander Health Service.

Twelve virtual all staff forums have been scheduled through May 2022. These forums are centred around the six Strategic Outcomes of the NSW Health: Future Health Strategy and will provide staff across NSLHD with the opportunity to help share the future of our District and our health services.

## **SERVICE UPDATES**

### **Aboriginal and Torres Strait Islander Health Service**

#### *Hornsby Village Hub*

The Aboriginal and Torres Strait Islander Health Service have been supporting the Hornsby Village Hub. The Hub is a new community-led initiative aimed at nurturing and supporting connected and compassionate community for seniors. In March, the NSLHD Aboriginal and Torres Strait Islander Project Manager, Community Inclusion and Capacity Building recently participated in a panel discussion at the Hub.

#### *National Close the Gap Day*

National Close the Gap Day was acknowledged by the Chief Executive and Director Aboriginal and Torres Strait Islander Health through an all-staff email broadcast on 17 March 2022. Originally created in 2008, National Close the Gap Day raises awareness of the critical need to improve the health, social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples. At NSLHD, co-design of programs for Aboriginal and Torres Strait Islander peoples, with Aboriginal and Torres Strait Islander peoples is recognised as key to success in treatment, and an absolute necessity.



### *Aboriginal and Torres Strait Islander Warm Water Exercise Program*

After an extended break due to COVID-19, the NSLHD Aboriginal and Torres Strait Islander Warm Water Exercise Program has recommenced at the Ryde Hospital Graythwaite Rehabilitation Centre Hydrotherapy pool.

### **Allied Health**

#### *Digital Health Academy for Allied Health Clinicians*

Consultation has commenced with Allied Health Department Heads, Directors of Pharmacy and Chief Radiographers on the concept of a Digital Health Academy for Allied Health Clinicians. Engagement has also occurred with the NSLHD Chief Nursing and Midwifery Information Officer and Chief Medical Information Officer. The purpose of the Academy will be to provide digital health training and resources for staff to increase engagement, skills, knowledge, and capability of allied health to help complete research, quality improvement projects and use data and analytics to improve the patient and consumer care and experience.

#### *Disability Inclusion Action Plan*

As part of the Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, formal recommendations have been made on the training of health professionals in relation to people with cognitive disability.

The NSLHD Disability Action Plan Committee will review and collaborate with the People and Culture Directorate on health professional education and training. The Northern Sydney Intellectual Disability Health Service, and the Intellectual Disability Mental Health Team, continue to provide regular training on disability-related adjustments required by people with intellectual disability for staff in NSLHD.

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

A team of MHDA and PACH staff were deployed to Northern New South Wales Local Health District (NNSWLHD) to assist the Lismore Inpatient and Community Mental Health Services in supporting communities impacted by the recent flood disaster.

The NSLHD Glad You Asked video has been published on the NSW Health website as a peer worker resource. The video is an MHDA initiative that features consumer peer workers exploring and explaining elements of their role which are not broadly understood.

#### *Aboriginal Mental Health and Wellbeing Implementation Plan*

The Aboriginal Mental Health and Wellbeing Implementation Plan 2021-2025 supports and assists the District in delivering respectful and appropriate mental health and drug and alcohol services. It reflects the District's commitment to closing the gap between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people in NSLHD. The Strategy is supported by three goals:

- Goal 1 – Holistic person and family centred care and healing
- Goal 2 – Culturally safe and trauma informed quality care
- Goal 3 – Connected care

### **Primary & Community Health (PACH)**

NSLHD were pleased to be able to assist BreastScreen Northern NSW LHD through the loan of a mobile unit following the recent floods. The NSLHD Aged Care Assessment Team (ACAT) provided telephone assessment support to Mid North Coast ACAT during the flood crisis.

### **Counter Disaster**

The recent floods on the Northern Beaches resulted in health teams from Sydney Home Nursing, Acute Post-Acute Care (APAC) and Counter Disaster being deployed to the Fresh Water Surf Life Saving and Mona Vale Memorial Hall Evacuation Centres and Liaison (virtual) to the Local Emergency Operation Centre supporting the affected community.

The Counter Disaster Unit Clinical Nurse Consultant is providing Major Incident Medical Management Systems (MIMMS) training for the NSW Preparedness and Response Unit.

## **COMMUNICATIONS**

### **Internal Communication**

- Chief Executive COVID-19 email broadcasts distributed to all staff
- Two NSLHD newsletters published
- Chief Executive email broadcasts distributed:
  - Acknowledgement of International Women’s Day
  - Acknowledgement of Harmony Week
  - Update on Ukraine situation and NSW flood response
  - Announcement of the NSLHD Quality and Improvement Awards
  - Acknowledgement of National Close the Gap Day
- Promotion of the Kolling Institute Seminar Series
- Promotion of the Musculoskeletal Research Showcase

### **Social Media**

<b>Platform</b>	<b>March 2022</b>	<b>% Change from February 2022</b>
Facebook	40,273 followers	↑ 0.02% (40,261 followers)
LinkedIn	9,439 followers	↑ 1.3% (9,310 followers)
Instagram	674 followers	↑ 4.6% (644 followers)

### **External Media and Communication**

- The Daily Telegraph and News Limited publications interviewed Professor Carolyn Sue on new legislation, Maeve’s Law
- The Australian, Herald Sun, The Daily Telegraph, News.com.au, ABC radio, 2GB, 2SM, 6PR, regional radio stations, NT News, Cairns Post, Geelong Advocate featured new research by RNSH cardiologist and Kolling researcher Professor Geoff Tofter on risk of a cardiac event for those playing masters football, and the general awareness around recognising the early signs of a heart attack.
- Sydney Morning Herald, The Age, 2GB, 2DAY FM featured Kolling researcher and RNSH endocrinologist A/Professor Sarah Glastras who discussed recently published research identifying the link between obesity and pregnancy-related complications for mothers and babies.
- Production and publication of community newsletter and fact sheets for Ryde Hospital redevelopment.
- Compilation of the Kolling Institute Quarterly Newsletter.

### **Upcoming Events**

- NSLHD Innovation Program– 26 April 2022
- Official opening of the HKH Redevelopment – 30 May 2022
- International Day of Midwives – 7 May 2022
- International Day of Nurses – 12 May 2022

### **Projects**

- Assisted Nursing and Midwifery Directorate Leadership Publication
- Assisted with Time in Service Awards
- Preparation of communications and promotion of NSLHD Strategic Plan 2022-2027
- Preparation of promotional material for International Day of Midwives and Nurses
- Celebration 60 years of volunteers at HKH

- Ongoing website development updates
- Intranet homepage redevelopment works
- Prepared 'Your Little Head Start Book' launch in the RNSH NICU
- Preparation of communication of Microsoft 365 projects

## **INFORMATION & COMMUNICATION TECHNOLOGY (ICT)**

### **eMR Comprehensive Care and Smoking Cessation Projects**

Go-live dates for the Comprehensive Care (Risk Screening Assessment and Diagnosis & Documentation Workflow components) and Smoking Cessation Projects have been confirmed as below:

- Comprehensive Care - 3 May 2022
- Smoking Cessation Inpatients - 3 May 2022
- Smoking Cessation Community Patients - 10 May 2022

### **eMeds Enhancements**

IV Fluid Management will be implemented across all Hospitals and Services in NSLHD between July and September 2022.

### **Waitlist Optimisation Project**

In collaboration with eHealth NSW and the MoH, the Waitlist Optimisation Project aims to modernise the waitlist functionality in eMR. Testing of the eMR build is underway in a testing environment and the waitlist project has been delayed by one month and will now be delivered on 1 May 2022.

### **Manly Adolescent and Young Adult Hospice (AYAH)**

The ICT Technical Working Group continues to meet fortnightly. Procurement of network infrastructure has commenced. Discussions between NSLHD and eHealth on design considerations for patient entertainment are ongoing.

### **Microsoft 365 Digital Workspaces Project**

*NSLHD Modern Intranet Upgrade:* A proposed strategy and look for the new Intranet has been finalised. Workshops have been held with NSLHD Media and Communications, ICT Digital Services, and eHealth Solutions Delivery teams, to develop an overall vision statement, establish initial goals and priorities, agree fundamental architecture principles, and review the proposed timeline.

### **Cyber Security**

Implementation of the Cyber Security Roadmap continues with the following upcoming planned activities:

- Continue to grow Cyber Culture through cyber awareness training, communications, and executive tabletop exercises.
- Completion of the Defence in Depth technology uplift including web access, firewall, network access and hardening.
- Responding to and implementing the recommendations from the October 2021 NSLHD Internal Audit review.
- Development of the Cyber Security Communications Plan focused on the importance of cyber security in our everyday lives as well as in the workplace.
- Commence drafting the next Cyber Security Attestation due in August 2022.

Recruitment of the newly created Cyber Security Manager position is underway. Advertising has closed, and interviews scheduled.

## **MEDICAL SERVICES**

In line with the new Model By-Laws for NSLHD, the Medical and Dental Appointments Advisory Committee (MDAAC) Terms of Reference have been updated to incorporate the changes, with the main change being the establishment of a Mental Health Medical Staff Council.

## **NURSING AND MIDWIFERY**

### **Safety Culture & Clinical Practice Team**

A bespoke Leadership program based on safety culture and clinical practice for Nurse Unit Managers (NUMs) and Midwifery Unit Managers (MUMs) at HKH is commencing in April 2022. There has been stakeholder engagement in the program and information sessions for the NUMs and MUMs commenced in late March 2022. The program officially launched on 1 April 2022 starting with the collection of baseline data and the implementation of a 360 Feedback process for participants.

Planning for a NUM and MUM Professional Day in April 2022 is underway. The annual event will provide the NUMs and MUMs with an opportunity to hear presentations on self-care, staff care and team care.

Patient Story Review Workshops are being held across NSLHD. The first Workshop was held at MVH in March 2022. In collaboration with the NSLHD Aboriginal and Torres Strait Islander Health Service, the Workshops will feature the importance of patient stories and deep listening (Dadirri) for all members of our First Nations community.

### **Patient Access and Logistic Service (PALS)**

A trial of the use of Rapid and LIAT COVID-19 PCR testing for day before and day of Inter-hospital transfers is underway. This trial is reducing length of stay for patients. The former Patient Flow Portal (PFP) will be decommissioned at the end of June 2022.

### **Nursing and Midwifery Workforce**

Eight Nursing Care Assistants commenced in NSLHD on 7 March 2022 and have been allocated to RNSH, HKH and Ryde Hospital. Feedback on the support provided by the Assistants has been positive.

31 GradStart Nurses commenced on 4 April 2022. These positions will be spread across RNSH, Ryde Hospital, PACH and MHDA.

NSLHD will be engaging seven student nurses and midwives for the NSW Health Aboriginal Nursing and Midwifery Cadetship Program. A mentorship program will be established to support the cadets.

The Nurse Manager for HealthRoster recently collaborated with the People and Culture directorate on the Rostering Benefits Realisation Framework report for the MoH. HealthRoster education sessions are being established with NUM's at HKH to assist in improving their knowledge and the structure of the rosters at HKH.

A Casual Pool Development Day is being planned for 15 September 2022. The Development Day will focus on building professional and clinical skills specific to the Nursing and Midwifery Casual Pool. NSLHD currently have approximately 950 staff on the Casual Nursing and Midwifery Pool.

### **Maternity Services**

The Maternal Neonatal and Women's Health Network is conducting a NSLHD Maternity Care Survey for the month of March 2022. The survey was developed by the Network in consultation

with the Clinical Governance and Patient Experience Unit and aims to examine the factors that influence women and their families when choosing maternity care. The survey is aimed at families who are currently pregnant or recently had a baby as well as those planning a pregnancy. Posters and Flyers have been distributed to Public and Private Maternity Units, Early Childhood Centres and Clinics across the District and on social media platforms. Once complete, the results will be shared across NSLHD and will inform future models of care and service provision.

## **PEOPLE AND CULTURE**

### **People Matter Engagement Survey (PMES)**

Six focus group Workshop sessions were held during March 2022, facilitated by Organisational Development and Capability (ODaC) and hosted by the Chief Executive and Director People and Culture. The Workshops reviewed the results of the NSLHD People Matters Employee Survey 2021. Results from these workshops are being collated and will further inform NSLHD's action response.

### **Leadership Development Programs**

The pilot cohort of the Senior Leadership Development Program completed the program in March 2022. This group celebrated the conclusion of the program 30 March 2022, where participants were presented with completion certificates from the Chief Executive and NSLHD Board Chair.

The first cohort for the 2022 Leadership Development Program commenced in March 2022.

### **Administrative Professionals Day Event**

The ODaC team are supporting NSLHD Executive Assistant/Executive Officers to facilitate a celebratory, networking and professional development event for NSLHD administrative staff on National Administrative Professionals Day, 6 May 2022. This event will link back to a larger project for ODaC in 2022 that will focus on building the professional development and educational opportunities for all NSLHD administrative staff.

### **Staff Flu Vaccination**

The Health Safety and Wellbeing team is currently working on the roll out of staff flu vaccinations for 2022. This year, the team are collaborating the NSLHD Operations Directorate use the space of the existing COVID-19 Vaccination Hubs.

### **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.

The next stage of this work includes communicating with and supporting relevant staff in achieving compliance with the latest mandate that NSW Health employees working in the aged care and disability sector will be required to have received a third dose of the COVID-19 vaccination by 12 April 2022.

### **Grievance Management Support**

The Human Resources Business Partner teams are developing a training course for NSLHD managers to provide support, education and resources on preventing and managing workplace grievances. This training is expected to run monthly from June to December in 2022.

### **Recruitment and Onboarding Training**

The Employee Services Team have developed a training course on Recruitment and Onboarding, targeted towards NSLHD Administrative Staff. This training will benefit the

recruitment processes through up skilling of administrative staff to better support managers in this area. These courses are expected to run monthly from April to December in 2022.

### **Harmony Day 2022**

Harmony Day was celebrated on 21 March 2022. A lunchtime panel was held featuring members of the Culturally and Linguistically Diverse (CALD) Employee Network and NSLHD Executive.

### **International Women's Day Podcast**

A short podcast featuring three women leaders from NSLHD was produced as part of the NSLHD International Women's Day celebrations on 8 March 2022. The podcast has been published to the Moments that Matter Smart Hub for NSLHD, as well as provided to the Moments that Matter providing organisation who have adopted the podcast as a resource for external use.

### **COVID-19 Care and Wellbeing Rounding**

COVID-19 Care rounding has been occurring across NSLHD sites with visits from People and Culture team members. This has included pulse checking on staff wellbeing and provision of advice and wellbeing resources, including promotion of the Moments that Matter Hub. Most recently, the Health and Wellbeing team visited NSLHD staff at the Brookvale Community Health Centre, Dalwood Child and Family Health Centre and HKH.

### **Mental Health and Wellbeing Workshops**

10 Managing for Team Wellbeing Education Sessions have now been delivered to a large number of NSLHD managers, between November 2021 and March 2022.

People and Culture will continue to support our workforce in promoting mental wellbeing with upcoming training workshops titled 'Mental Health is Everybody's Business'. These 90 minute training workshops are expected to be delivered in the second quarter of 2022 and will be promoted via various channels.

## **RESEARCH**

### **My Research Hub**

The NSLHD My Research Hub team continue to support researchers across the District to navigate the research process. Most recently, the services of a Clinical Trial Coordinator and a Biostatistician have been offered to researchers who may need support in these areas.

### **Sydney Health Partners (SHP)**

SHP, the Sydney Partnership for Health Education Research Enterprise (SHPERE) and NSW Research Partners are working with NSLHD, St Vincent's Hospital and John Hunter Hospital to develop podcast resources to guide, clinical trial audits and accreditation.

### **Nursing and Midwifery Research and Practice Development**

Key updates for Nursing Research and Practice Development include:

- Dr Naomi Hammond Intensive Care Unit Research Nurse Manager, RNSH and the University of Sydney was awarded the Gavin Lesley Best Nursing Paper published in Australian Critical Care: Impact of the coronavirus disease 2019 pandemic on critical care healthcare workers' depression, anxiety, and stress levels.
- The NSLHD/NSW Health Mentorship Program Development continues with 15 participants including involvement by Far West LHD, Murrumbidgee LHD and Southern NSW LHD. The Program will support nurse practitioners, nurses and midwife leaders across NSW to become knowledge brokers and users of health informatics to better build an intelligent and flexible workforce that is focused on safety and person-centred care projects.

- The 2021 Annual Report for the NSLHD Nursing and Midwifery Research Centre will be released shortly.
- The sessions for the Researcher education program for the first half of 2022 have been planned and will be delivered virtually.
- Nursing and Midwifery Research and Innovation Practice Nursing Conference is scheduled for 15 June 2022.
- There is a Nurse Practitioner forum planned for 16 April 2022.
- Nursing and Midwifery Practice Inquiry Online Drop-In session continues monthly with good attendance.
- NSLHD Nursing and Midwifery Research and Practice Development Monthly Newsletter continues.

### **Kolling Institute**

Professor Carolyn Sue returned to the role of Kolling Executive Director in March 2022 following a period leave. Professor Jim Elliott was acknowledged for his strong support as the Acting Executive Director during Professor Sue's leave. Professor Elliott returns to his substantive positions of Professor and Academic Director Allied Health and Public Health – The North Precinct, NSLHD, and the University of Sydney.

The implementation of a new equipment monitoring system has commenced and is due to be completed by 30 June 2022. This development will see improved support for the protection of scientific sample storage in the Kolling Institute.

The Kolling is set to be one of the first institutes in NSW to introduce new world-leading technology which will boost cancer and neuroscience research capabilities. The Digital Spatial Profiling System has been made possible following a grant from the Australian Research Council Linkage Infrastructure, Equipment and Facilities (LIEF) scheme, supported by a contribution from the University of Sydney.

### **NORTH FOUNDATION**

#### *Annual Report*

The inaugural NORTH Foundation Annual Report has been launched with positive feedback received from stakeholders.

#### *Tax Appeal 2022*

The 2022 Tax Appeal will focus on grateful patient messaging with a particular focus on wellbeing, rehabilitation, mental health and non-medical treatment care services across the District. The appeal will feature patients and volunteers who not only had a positive treatment experience but who have also experienced services such as wellbeing sessions, carer education, clown doctors, animal assisted therapy and developmental sessions rehabilitation.



Deb Willcox  
**Chief Executive**

**Date:** 12/4/2022