

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
March 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 (February 2022)

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	1.8	0.8		≤ 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%	10.4%	2.6%		≤ 13.0%	12.2%	0.8%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	86%	11.0%		≥ 75%	88%	12.6%
Unplanned Hospital Readmissions [#]		=6.5%	6.0%	-0.5%		=6.6%	5.9%	-0.7%

¹Data 2 month delay

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

SAFETY AND QUALITY

National Standards Accreditation

NSLHD continues to prepare for the Australian Commission on Safety and Quality in Health Care (ACSQHC) Accreditation Assessments with final preparations underway for Ryde Hospital's Assessment scheduled from 15 to 18 March 2022. The accreditation timetable has been finalised and submitted to the Lead Assessor.

Trial accreditation assessments addressing the Clinical Governance and Preventing and Controlling Healthcare-Associated Infection Standards will be held with Trial Assessors at Royal North Shore Hospital (RNSH) and Hornsby Ku-ring-gai Hospital (HKH) in March 2022. The Primary and Community Health Accreditation Assessment has been scheduled for 22 to 26 August 2022.

Safety and Quality Essentials Pathway

NSLHD and the Clinical Excellence Commission (CEC) have entered into a 2-year Partnership Agreement to implement the NSW workforce safety and quality capability building curriculum and pathway. The Agreement offers tailored staff development opportunities through programs aligned to the healthcare safety and quality capabilities.

PATIENT FLOW AND SERVICE ACCESS

In January 2022, there were 11,694 presentations to NSLHD Emergency Departments, a decrease of 6% (861 presentations) when compared to January 2021.

Emergency Treatment Performance (ETP) for NSLHD was 61% in January 2022 against the overall target of 81%. This demonstrates a decrease of 10% when compared to January 2022 (71%).

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

NSLHD had 477 patients overdue for elective surgery as at the end of January 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

Hospital	ED Presentations January 2022	Change from January 2021
RNSH	5,990 presentations	↓ -12% (869 presentations)
HKH	3,254 presentations	↓ -4% (66 presentations)
Ryde	2,405 presentations	↑ 4% (129 presentations)
NBH	5,187 presentations	↓ -8% (435 presentations)

Emergency Treatment Performance (ETP)

Hospital	ETP January 2022	Change from January 2021
RNSH	54%	↓ -8% (62%)
HKH	67%	↓ -12% (79%)
Ryde	68%	↓ -17% (85%)
NBH	68%	↓ -13% (81%) ¹

Transfer of Care (ToC)

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

ToC at RNSH was 86% in January 2022, this is alongside a 6% decrease in ambulance arrivals (114 ambulances) when compared to January 2021.

ToC at HKH was 95% in January 2022, this is alongside a 0.1% increase in ambulance arrivals (1 ambulance) when compared to January 2021.

ToC at Ryde Hospital was 91% in January 2022, this is alongside a 28% increase in ambulance arrivals (143 ambulances) when compared to January 2021.

ToC at Northern Beaches Hospital was 98% in January 2022, a decrease of 2% when compared to January 2021 (100%).

¹ NBH ETP activity for January 2021 may be affected as it includes registrations for COVID-19 Clinic presentations as Category 5 ED activity.

ED Triage

NSLHD met the target of 100% for Triage Category 1 in January 2022. Within this, all hospitals (including Northern Beaches Hospital) achieved 100%.

	Triage Category 2 – Target 95%	Triage Category 3 – Target 85%
Hospital	January 2022	January 2022
NSLHD	77%	79%
RNSH	74%	78%
HKH	90%	85%
Ryde	73%	74%
NBH	84%	79%

In January 2022, NSLHD achieved 85% for Triage Category 4 against the target of 70%. Within this, all hospitals met the target. NBH achieved 83% for Triage Category 4.

In January 2022, NSLHD achieved 96% for Triage Category 5 against the target of 70%. Within this, all hospitals met the target. NBH achieved 98% for Triage Category 5.

Elective Surgery Access Performance (ESAP)

	Target	January 2022
Category 1	100%	99%
Category 2	97%	90%
Category 3	97%	69%

NSLHD ESAP results (excluding NBH) 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	January 2022
RNSH	5.13	5.31
HKH	4.08	4.01
Ryde	3.86	4.86

FINANCIAL PERFORMANCE

General Fund

Overview

In February 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$8.3M (5.5%) favourable, resulting in \$28.5M (-2.5%) unfavourable position year to date. This includes the incremental costs related to the COVID-19 response.

After adjusting for the impact COVID-19, NSLHD recorded a NCOS of \$18.2M (-1.73%) unfavourable for February 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 February 2022, approximately \$6.5M worth of EIPs have been submitted, and a further \$5.2M are in development.

Total Expenses

In February 2022, NSLHD recorded \$1.2M favourable for Total Expenses (after adjusting for COVID-19 expenses). NSLHD recorded \$2.3M (-0.19%) unfavourable year to date.

Overall year to date COVID-19 incremental expense is \$97.6M which comprises 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 \$40.1M year to date.

NSLHD revised its expense forecast (after adjusting for COVID-19) from \$6.0M to \$5.0M unfavourable.

Revenue

NSLHD recorded \$14.1M (-7.9 %) unfavourable year to date for Total Own Sources Revenue. This is primarily driven by a reduction in private inpatient and outpatient activity.

Full year Revenue forecast remains at \$16.5M unfavourable.

Other item/s

As at 28 February 2022, the NSLHD general fund bank account balance was \$6.064M.

CLINICAL NETWORK MONTHLY HIGHLIGHT: MUSCULOSKELETAL HEALTH, INTEGUMENTARY AND TRAUMA (MIT) NETWORK

The MIT Network has two distinct streams: the Musculoskeletal Stream comprising specialist rheumatology, orthopaedic and hand surgery services, and the Injury Stream which includes the supra-LHD services for severe burn injury, spinal cord injury and major trauma, plastic and reconstructive surgical services.

The MIT Network has delivered a range of key achievements whilst continuing to implement recommendations outlined in the NSLHD Clinical Services Plan 2019-22.

Progress against NSLHD Clinical Services Plan 2019-22 Recommendations

Recommendation 1 - Develop service delivery and workforce models that consider the patient journey through the continuum of care, and distribution of workload across NSLHD.

- Initiatives have specifically focused on the strengthened governance and enhancement of major injury streams.

- A Minor Trauma Ambulance Matrix diversion trial (removing RNSH for minor trauma) has been conducted. A mid-trial evaluation highlighted patient bed-day savings and reduced RNSH ED activity.
- Further enhancements to the NSLHD arthroplasty program (AdvaNsyd) are underway to support RNSH orthopaedics.

Recommendation 2 – Develop an integrated Spinal Service for all spinal conditions.

- The Network has partnered with the ACI's State Spinal Cord Injury Service (PSSCI) to develop a hub and spoke spinal model of care.
- A surgeon specific report for simple spine surgery and arthroplasty has been developed and distributed to clinicians.

Recommendation 3 – Agree on clear NSLHD data governance, collection and reporting which are consistent with supra-LHD initiatives and support individual services.

- All Network, arthroplasty, hip fracture and telehealth reports have been reviewed and improved.
- The RNSH Spinal and Orthopaedics Trauma Database (SORTED) has been developed and is supported by the Network through direct input and enabling actions.

Recommendation 4 – Support the rollout of Leading Better Value Care (LBVC) Tranche 2 initiatives relating to MIT services.

- A governance structure has been developed to manage the Tranche 2 initiatives, including ongoing reporting and quality reviews. The Network continues to support NSLHD Hip Fracture Committees with best practice standards of hip fracture care.

Additional MIT Network Achievements

- Supported the successful University of Sydney bid for a Musculoskeletal (MSK) Health Flagship at NSLHD.
- Implemented Patient Reported Measures (PRMs) in LBVC Tranche 1 services.
- Increased engagement in cross sector research and quality improvement initiatives.
- Supported RNSH orthopaedics and rheumatology service planning.
- Advocated for selected patients requiring surgical treatments.

The MIT Network have also identified the following priority areas for focus in 2022:

- Supporting further development of MSK major injury streams.
- Remediating the effect of COVID-19 on planned surgery in areas including improved access to ambulatory care, staff up-skilling, reducing waiting times and further work on the AdvaNsyd Program to encourage day surgery for selected major cases.
- Building excellence in the management of major trauma at RNSH by investigating trial pathways to accelerate surgery for acute spinal cord injury patients and supporting hand surgery and orthopaedics with the implementation of PRMS.

SERVICE IMPROVEMENT AND INNOVATION

NSLHD Virtual Care Project

As part of the Virtual Care Project facilitated by PwC, NSLHD has been assessed against a five point virtual care maturity scale and rated as 'Foundational: Clinicians and patients interact with Telehealth - processes and technology remain largely unchanged other than to accommodate remote interaction.'

A Virtual Care Steering Committee has been established to oversee the Virtual Care Project and a Virtual Care Leadership Workshop was held in February 2022 with stakeholders from across NSLHD to develop a strategic framework that will guide and support the future prioritisation of virtual care opportunities.

INTEGRATED CARE

Collaborative Commissioning

NSLHD has realigned three Rapid Response teams to acute and urgent care in the community. The realignment is supported by new governance, clinical guidelines and refreshed data collection and reporting.

ED to Community Program

The NSW Health 'Emergency Department to Community' program is a key integrated care initiative, aimed at providing intensive case management and specialist care to community clients. Processes to manage frequent ED admissions across NSLHD Hospitals are currently being reviewed. A predictive algorithm to identify suitable patients for the program will be built into the Patient Flow Portal in the coming months.

HEALTH SERVICES PLANNING

NSLHD Strategic Plan 2022-2027

A NSLHD Senior Executive Team Strategic Plan Consultation Workshop was held on 18 February 2022. Senior Executives discussed and agreed on broad strategic themes and overall process for the development of the Strategic Plan. A comprehensive Consultation and Engagement Strategy is being prepared to ensure that all staff, consumers, community and external partners are given the opportunity to contribute and provide input to the Plan.

SERVICE UPDATES

Aboriginal and Torres Strait Islander Health Service

The Aboriginal Health Service has undergone a department name change and is formally the NSLHD Aboriginal and Torres Strait Islander Health Service (ATSIHS). The name change will be applied to all NSLHD documents.

Allied Health

The NSW Health Allied Health Research Showcase and Excellence in Allied Health Awards will be held on the 28 and 29 April 2022. The Showcase and Awards Ceremony will include keynote speakers from internationally recognised allied health researchers and leaders, presentations from clinician researchers and targeted workshops.

In partnership with the People and Culture Directorate, the *Allied Health - Leading Teams in the Clinical Workplace Program* will recommence in March 2022 virtually.

Mental Health, Drug & Alcohol (MHDA)

The MHDA Annual Risk Management Workshop was held on 8 February 2022. 50 MHDA staff attended presentations on enterprise risk management in NSLHD, risk mindset, and RiskIT software updates.

MHDA has agreed to partner with charity The Mental Health Services (TheMHS) Learning Network as co-hosts for the 32nd Annual Conference. TheMHS Learning Network is the leading mental health conference in Australia. MHDA will work with TheMHS and other co-hosts to set the conference theme, direction and vision.

Primary & Community Health (PACH)

The Healthy Liver Clinic commenced in February 2022. The Clinic is a partnership between Mental Health Drug and Alcohol and the Needle and Syringe Program (NSP). The clinic will operate as a six month pilot to test and treat NSP clients for Hepatitis C.

Counter Disaster

Incident Command System (ICS) training sessions were held at Ryde Hospital in February 2022 and included attendance from the Ryde Hospital Executive team.

To ensure Chemical Biological Radiological (CBR) capability, responder kits at Ryde Hospital and HKH have undergone an annual check and verification.

COMMUNICATIONS

Internal Communications

- Chief Executive COVID-19 email broadcasts distributed to all staff
- Two NSLHD newsletters published
- Chief Executive email broadcasts distributed:
 - NSLHD People Matter Engagement Survey Focus Groups
 - Anniversary of the Apology to Aboriginal and Torres Strait Islander people
 - Announcement of the NSLHD Innovation Program
 - Announcement of the NSLHD Exceptional People Award Winners
- Production and distribution of a cyber-safety and security video
- Production and distribution of COVID-19 commemorative pins to staff
- Various Kolling Institute communications

Social Media

- Extensive COVID-19 public health messaging on restrictions; COVID-19 testing changes and vaccinations campaign marketing
- Promotion of Kolling Institute research initiatives

Platform	February 2022	% Change from January 2022
Facebook	40,261 followers	↑ 0.2% (40,161 followers)
Linkedin	9,310 followers	↑ 2.5% (9,080 followers)
Twitter	2,174 followers	↑ 2.0% (2,130 followers)
Instagram	644 followers	↑ 5.6% (609 followers)

External Media and Communications

- Media Statement issued on Redesign Of Occupational Therapy and Speech Pathology courses at Mona Vale Hospital
- Media Statement issued on Northern Beaches Hospital Legal Action

Upcoming Events

- National Close the Gap Day - 17 March 2022
- Harmony Day – 21 March 2022

Projects

- COVID-19 Commemorative Pins and Hospital Visits
- Assisted Nursing and Midwifery COVID-19 testing team with promotional collateral
- Celebrating 60 years of volunteers at HKH
- Surgical (SERT/Gastro) Awards Night
- Promotion and assistance with the NSLHD Exceptional People Awards 2021, held 25 February 2022
- Ongoing NSLHD website redevelopment updates
- Intranet homepage redevelopment works underway

- Relaunch of marketing and communication material for NSLHD Midwifery Maternity Survey
- Video production showcasing HKH Redevelopment
- Preparation of communication for migration of Microsoft Exchange online migration
- Assessment of current NSLHD logos and their compliance with new Government branding requirements

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

eMR Comprehensive Care and Smoking Cessation Projects

Comprehensive Care (Risk Screening Assessment, Diagnosis and Documentation Workflow components) and Smoking Cessation Projects implementation have been delayed to May 2022.

Manly Adolescent and Young Adult Hospice (AYAH)

The ICT Technical Working Group continues to meet fortnightly. The ICT procurement process has been agreed in coordination with LHD and Health Infrastructure (HI).

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 help develop an overall vision statement, establish initial goals and priorities, agree fundamental architecture principles, and review the proposed timeline.

- *Microsoft Teams Adoption:* Outlook mailboxes migrated to Microsoft 365 (Exchange Online) in February 2022. eHealth's Unified Communication, Collaboration and Wireless (UCCW) Program team engaged to support migration and adoption efforts.
- *Microsoft Office 365 Deployment:* Deployment packages have been developed for non-Kiosk machines, with further refinement needed prior to wide-scale deployment. ICT is working with eHealth NSW on a pilot solution for Kiosk machines (Computers on Wheels) on the wards.
- *Modern Meeting Spaces Refresh:* A RNSH meeting room functionality site survey was conducted in January 2022 to determine a replacement plan for end-of-life equipment.

Cyber Security

Implementation of the Cyber Security Roadmap continues and includes the procurement of two alternative end point protection solutions that will be piloted. ICT continues ongoing activities to further improve the Essential 8 maturity scores aligned with the NSW Government Cyber Security Policy.

A NSLHD and Central Coast Local Health District (CCLHD) Cyber Security Manager position has been developed and is currently being advertised. The Cyber Security Manager will be responsible for the management, leadership and governance of cyber security across both Districts and will implement policies and frameworks to reduce cyber security related data risks, and protect critical patient information and systems.

MEDICAL SERVICES

Medical Technical Assistants

Fourth year Medical Students have been recruited as Medical Technical Assistants and will commence with NSLHD in March 2022. The newly created positions will work under the direction of Senior Medical Officers and Nursing Teams to assist with technical procedures.

NURSING AND MIDWIFERY

COVID-19 Response Team

Models of care have been altered to incorporate triaging of patients and servicing of Rapid Antigen Testing for Outpatient Clinic Presentations at Ryde and HKH.

The COVID-19 Response Team continues to provide PCR testing to those in the community who are unable to present to COVID-19 Testing Clinics.

Safety Culture and Clinical Practice Team

- A Bespoke Leadership Program is being developed for Nurse and Midwifery Unit Managers at HKH.
- A Hospital Acquired Pneumonia (HAP) Project will commence at RNSH in March 2022
- Planning for the Nurse and Midwifery Unit Managers Professional Day in April 2022 has commenced.

Patient Access and Logistic Service (PALS)

The PALS are now utilising the new Patient Flow Portal and are trialling the use of Rapid and LIAT COVID-19 PCR testing for day before and day of Inter-hospital transfers to reduce length of stay times.

Nursing and Midwifery Workforce

Enrolled Nurses

Interviews for the NSW Health Enrolled Nurse Scholarship positions will be held in early March 2022. Successful candidates will commence their 18-month Diploma of Enrolled Nursing at TAFE NSW – Northern Sydney Institute in July 2022.

NSLHD Nursing and Midwifery Casual Pool

Recruitment requisitions remain open for all acute, mental health and specialty areas in the NSLHD Nursing and Midwifery Casual Pool. Applications are currently in the process of being reviewed or interviewed by the Workforce team.

A Nursing and Midwifery Casual Staff Development Day will be held in late 2022. The Development Day will focus on building professional and clinical skills specific to the Nursing and Midwifery Casual Pool.

GradStart

The first cohort of the 2022 GradStart intake commenced on 21 February 2022.

The Nursing and Midwifery Directorate is currently in the process of developing a new Aboriginal and Torres Strait Islander GradStart Exchange program with Murrumbidgee Local Health District (MLHD) in 2023. Participants in the proposed program will complete rotations across acute and Aboriginal and Torres Strait Islander Health Services (ATSIHS) within each District.

Aboriginal Cadetships

NSLHD received six applications from student nurses and midwives for the NSW Health Aboriginal Nursing and Midwifery Cadetship Program. The Cadetship Program provides support and assistance to individuals studying an undergraduate degree and includes a fortnightly study allowance, book allowance and work placement within a Hospital or Service. The cadets will be interviewed in early March 2022 by NMD staff and a representative from NSLHD's ATSIHS.

Immunisation Scholarships

15 nurses from across NSLHD will undertake the Australian College of Nursing's 307 Immunisation for Health Practitioners course. 10 staff members will be supported via a scholarship from NSW Health, whilst a further five will be funded by the NSLHD NMD.

Other Projects

The Nursing and Midwifery Directorate is working with NSLHD's Organisational Development and Capability (ODaC) Team to review and redevelop the Nursing and Midwifery Orientation Program.

NSLHD Nurse Manager N&M Workforce in conjunction with ODaC and Network Manager Midwifery Practice are the nominated representatives to implement and review a new Med Safe training and assessment package developed by HETI, which will be piloted with the 2022 NSLHD GradStart cohort.

Maternity Services

The Maternal, Neonatal and Women's Health Network, will be relaunching the NSLHD Maternity Care Survey in late February 2022. The survey seeks feedback from families who are planning a pregnancy and those that are currently attending or have recently utilised maternity services across NSLHD. The feedback will inform future models of care and service provision across the district. The Network aims to reach respondents through social media, Primary Health Networks and Child and Family Health services as well as through public and private maternity settings.

PEOPLE AND CULTURE

NSLHD Exceptional People Awards 2021

The 2021 NSLHD Exceptional People Awards were held on 25 February 2022, with over 200 participants. The Awards celebrate and formally recognise staff and volunteers across the District with staff, patients, and consumers able to submit nominations. This year, the event was hosted by Mr Adam Johnston, NSLHD Consumer Representative and the keynote address was presented by Dr Daniel Nour, Young Australian of the Year, Founder of Streetside Medics and RNSH Junior Medical Doctor.

Award recipients were celebrated across the following categories:

Healthy Communities

Individual Winner: Barbara Triantafyllis, Registered Nurse with our Aboriginal & Torres Strait Islander Health Service

Team Winner: Big Red Kidney Vaccination Bus – District Services

Connected Person-Centred Care

Team Winner: The Oncology/Palliative Care CNSs/CNCs team – District Services

Individual Winner: Dawn Hooper, Palliative Care Nurse Practitioner – Mona Vale Hospital

Evidence-Based Decision Making

Team Winner: Inpatient Palliative Care Team – Mona Vale Hospital

Responsive & Adaptable Organisation

Team Winners: Paediatric Hospital in the Home – District Wide Services

Individual Winner: Aaron Owen, M365 Digital Workspaces Project Manager – District Services

Engaged & Empowered Workforce

Individual Award: Leanne Frizzel, Director Mental Health Drug and Alcohol Services – Hornsby Ku-ring-gai Hospital

Team Award: Medical Assessment Unit – Hornsby Ku-ring-gai Hospital

Carer Engagement

Individual Award: Laura Robinson, Clinical Psychologist - Macquarie Hospital

CORE Values

Individual Winner: Jenny Gilbert, Clinical Document Application Specialist – District Services

Leadership

Individual Winners: Megan Chiu, Former Service Director for Child and Youth Mental Health Service and Dr Adrian Lee, Oncologist – Royal North Shore Hospital

Board Chair Commendation

Individual Winner: Nicole Ikenberg, Chief Risk Officer Unit – District Services
Team Winner: Internal Audit Team – District Services

Chief Executive Award

Individual Winner: Dr Michelle Mulligan – COVID-19 Response Lead
Team Winner: NSLHD Research Team – District Services

People Matter Engagement Survey (PMES)

A Communication and Culture Improvement Project Action Plan has been developed, following results from the People Matter Employee Survey 2021, with input from each Hospital and Service in regards to their specific results and focus areas.

All NSLHD staff have been invited to participate in confidential PMES Focus Group Workshops, hosted by the Chief Executive, which will provide an opportunity to deep dive into NSLHD's 2021 PMES results. Six focus group workshop sessions have been scheduled in March 2022.

Psychological First Aid Workshops

Psychological First Aid (PFA) Workshops will commence in March 2022, specifically targeted at additional skill building for managers of frontline teams who have dealt with the COVID-19 response.

2022 Leadership Programs

The pilot cohort of the Senior Leadership Development Program will complete the program in Quarter 1 2022. Applications for the 2022 Leadership Development Program are closed and successful applicants have been notified. Cohort 4 commences in March 2022 and Cohort 5 commences in June 2022.

Harmony Day 2022 Celebrations

Planning is underway within the Culturally and Linguistically Diverse (CALD) Employee Network to prepare for Harmony Day celebrations. The event will celebrate and raise awareness of achievements and challenges within the CALD community at NSLHD, and provide an opportunity to promote the Network.

A lunchtime panel that will feature members of the employee network and NSLHD Executive is being planned as part of this event, on 21 March 2022.

National Emergency Medal – Bushfire Response 2019/2020

NSLHD deployed 74 employees across Murrumbidgee Local Health District and Southern NSW Local Health District in early 2020, to assist with the 2019/2020 national bushfire emergency response. A nomination has been submitted for all individuals to receive a National Emergency Medal for their contribution.

RESEARCH

My Research Hub

The NSLHD My Research Hub (the Hub) team comprises more than a dozen people supporting research across finance, ethics and governance, legal, communications, REDCap, clinical trials, data management, biostatistics and more.

The Hub is an innovative support centre designed to help researchers navigate the research process and 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.

The Hub section on the NSLHD website has experienced a 20% increase in use, month on month, for the last two months.

Sydney Health Partners

Sydney Health Partners has recently established six Clinical Academic Groups (CAGs), with significant representation of several leading NSLHD clinician researchers. The CAGs are focused on building capacity and capability, ensuring community and consumer involvement in research, fostering collaboration, and improving impact and competitiveness in research translation. The CAGs are each working towards a key collaborative project.

NSLHD researchers are Chairs of a number of CAGs including:

- Cardiovascular - NSLHD Professor Gemma Figtree and Professor Clara Chow
- Geriatric Medicine - NSLHD Professor Sarah Hilmer
- Sydney Musculoskeletal - NSLHD Professor Manuela Ferreira and Professor Cathie Sherrington

Nursing and Midwifery Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- NSLHD/NSW Mentorship Program developed and commenced February 16 with participant involvement by Far West LHD/Murrumbidgee/SNSWLHD.
- Currently finalising the 2021 Annual Report for the NSLHD Nursing and Midwifery Research Centre.
- Researcher education program for first half of 2022 sessions are planned.
- Three peer reviewed Nursing and Midwifery publications so far for 2022.
- Continuing 'How to perform a systematic review' master class with library services.
- NSLHD N&M Research and Practice Development Monthly Newsletter.
- Support for Clinical Nurse Consultants (CNCs) and NPs continue across NSLHD.
- EOI submission for NSLHD and North Foundation Grants Program prepared.
- Planning for NSW Health Nursing and Midwifery Innovation scholarship grant submissions (March/April).
- Clinical Nurse Consultant Translational Research Coordinator permanently employed 3 days per week within the Nursing and Midwifery Research Centre.
- Support for higher degree research students continues across NSLHD.

KOLLING INSTITUTE

The Kolling Institute has recently undertaken a review of all strategic committees to seek advice and feedback from committee members on ways to improve the effectiveness and enhance the impact of the committees which act as the main implementation arm of the Kolling Institute Strategy 2021-25.

Professor Mark Molloy has been successful in his submission for an Australian Government Research Council - Linkage Infrastructure, Equipment and Facilities (LIEF) Grant to purchase a Digital Spatial Profiling System (microscope).

The microscope will be co-funded by the University of Sydney and Macquarie University and will uplift NSLHD's cancer and neuroscience research infrastructure.

NORTH FOUNDATION

Grateful Patient Fundraising

The NORTH Foundation will focus on Grateful Patient Fundraising (GPF) as a key priority in 2022 and will launch GPF collateral and clinician training over the next 3-6 months. The NORTH Foundation will foster a shared culture and commitment to progress GPF, by involving and educating healthcare teams, identifying and contacting grateful patients, clearly communicating NSLHD funding needs and having identified strategic fundraising priorities.

NSLHD and NORTH Foundation Grants Program

The Grants Program was launched in June 2021 to provide a new opportunity for staff across the NSLHD to access untied funding received by the NORTH Foundation. In 2021, over \$240,000 was awarded to six projects.

In 2022, \$300,000 of funding will be allocated to innovative projects across three funding rounds:

Round 1: Patient Services (closing 1 March 2022)

Round 2: Education, Community Wellbeing & Outreach (closing June 2022 TBC)

Round 3: Research (closing October 2022 TBC)

All NSLHD staff are eligible to submit an initial Expression of Interest and shortlisted applicants are invited to submit a full application. Applications are reviewed and awarded by the NORTH Foundation and NSLHD Funding Advisory Committee (FAC).



Deb Willcox
Chief Executive

Date: 9 March 2022