



Chief Executive's Board Report

September 2022

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NSLHD Overall Performance

Northern Sydney Local Health District (NSLHD) remains at Performance Level 0 – ‘No Performance Issues’. This is the highest Performance Level attainable, in accordance with the NSW Health Performance Framework.

Patient Flow and Access

Overall Performance (July 2022)

In July 2022, there were 17,869 presentations to NSLHD Emergency Departments, a decrease of 10% (1,709 presentations) when compared to July 2021.

Emergency Treatment Performance (ETP) for NSLHD was 57% in July 2022 against the overall target of 81% (excluding Northern Beaches Hospital (NBH)). This demonstrates a decrease of 9% when compared to July 2021 (68%). This reflects the continuing impact of the COVID-19 pandemic in the form of modified models of care in the Emergency Department and staff furloughing.

Overall Transfer of Care (ToC) for NSLHD was 88% in July 2022 against the target of 90%.

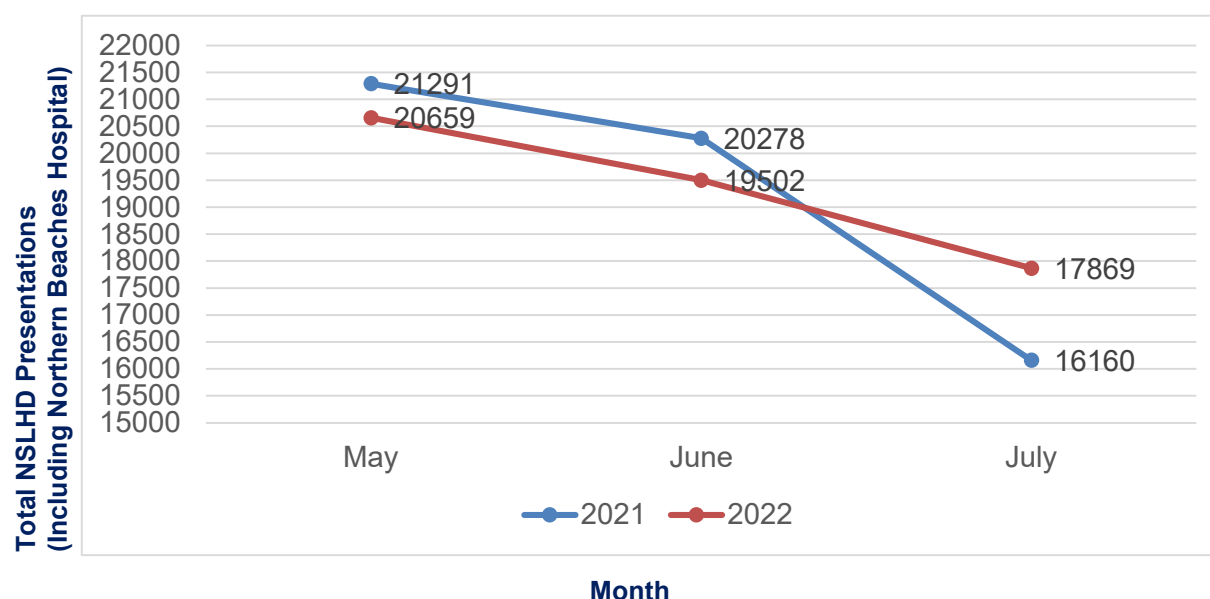
NSLHD had 656 patients overdue for elective surgery as at the end of July 2022. This is a reflection of the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to temporarily suspend all non-urgent elective surgery.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations July 2022		Change from July 2021
RNSH	6,664 presentations	↑	21% increase
HKH	3,717 presentations	↑	17% increase
Ryde	2,378 presentations	↑	11% increase
NBH*	5,110 presentations	↓	12% decrease

*NBH Emergency Department data excludes COVID-19 presentations

Emergency Department (ED) Presentations Results (Total NSLHD)



Transfer of Care (ToC) Results

Transfer of Care (ToC) Results

Overall ToC for NSLHD was 88% in July 2022 against the target of 90%.

Hospital	ToC July 2022		Change from July 2021
RNSH	77%	↓	17% decrease
HKH	85%	↓	7% decrease
Ryde	95%	↓	3% decrease
NBH	98%	↓	2% decrease

ED Triage Results

Triage Category Results					
Hospital	Category 1 (target 100%)	Category 2 (target 95%)	Category 3 (target 85%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	100%	80%	73%	77%	91%
RNSH	100%	66%	63%	76%	89%
HKH	100%	82%	69%	72%	92%
Ryde	100%	88%	87%	85%	93%
NBH*	100%	84%	73%	74%	91%

*NBH ED data excludes COVID-19 presentations

Elective Surgery Access Performance (ESAP) Combined NSLHD Results

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.

	Target	July 2022
Category 1	100%	100%
Category 2	97%	80%
Category 3	97%	70%

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

Hospital	Target	July 2022
RNSH	5.50	5.18
HKH	4.20	5.10
Ryde	4.00	6.04

Legend

● Hospital on or above target

Financial Performance

August General Fund Update

Overview

In August 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$7.4M (-5.2%) unfavourable, resulting in \$11.2M (-4.0%) unfavourability year to date. This includes the incremental costs related to the COVID-19 response which includes the vaccination rollout.

After adjusting for the impact of the COVID-19 response, NSLHD recorded a NCOS of \$0.9M (-0.33%) unfavourable for August 2022.

NSLHD and each Hospital and Service are working collaboratively to monitor their financial performance and to develop Efficiency Improvement Plans (EIPs) to ensure financial sustainability. NSLHD Finance is continuously monitoring our COVID-19 response and are working closely with the NSW Ministry of Health to assess the impact on financial results for financial year 2022-2023.

Total Expenses

In August 2022, NSLHD recorded \$0.5M (-0.16%) unfavourable year to date, after adjusting for COVID-19. Overall year to date COVID-19 expenses were \$10.08M.

Revenue

In August 2022, NSLHD recorded \$0.6M (-1.3%) unfavourability against revenue targets year to date.

Other item/s

As at August 2022, the NSLHD general fund bank account balance was \$5.3M.

Safety and Quality Indicators

Safety and Quality (August 2022)	Month				Year to Date			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.8	0.2		≤ 1.0	0.8	0.2
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%	9.7%	3.3%		≤ 13.0%	12.1%	0.9%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	82%	6.8%		≥ 75%	87%	11.9%
Unplanned Hospital Readmissions [#]		≤ 6.1%	5.8%	≤ 0.3%		≤ 6.6%	5.9%	0.7%

¹Data 2 month delay

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

Clinical Care and Improvement

Clinical Governance and Patient Experience

National Standards Accreditation

Primary and Community Health (PACH) successfully completed the Australian Council on Healthcare Standards (ACHS) Accreditation Assessment in August 2022. PACH received positive feedback from the surveying team. A formal report is pending.

NSLHD Consumer Forum 2022

The NSLHD Consumer Forum will be held on Wednesday 21 September 2022. External presenters have been engaged and will present on health literacy and the NSW Health Strategy Elevating the Human Experience: Guide to Action. The Forum will follow an interactive format aimed at generating discussion and improving the consumer voice in NSLHD.

Implementation of the NSW Health Formulary

The NSW Health Formulary will strengthen medication governance across the state, including in NSLHD, align hospital and service-level Medication Safety Committees and increase standardisation of practice. The NSLHD Specialist Advisory Group (developed for the implementation of the NSW State Formulary) and the new NSLHD Drug and Therapeutic Committee has commenced fortnightly meetings. A project plan and timeline have been developed, and a gap analysis has been conducted.

Clinical Network Monthly Highlight

Patient Reported Measures (PRMs) Update

As at September 2022, the PRMs program has been implemented in 26 services across NSLHD, with a total of 2,125 outcome measures and 305 experience measures collected to date. NSLHD continues to be one of the highest performing Districts in relation to PRM completion rates. The PRM team is currently working with NSLHD hospitals and services to enhance the utilisation of PRM results and ensure feedback received is being actioned to improve the patient experience.

In August 2022, the Paediatric Ward at Hornsby Ku-ring-gai Hospital commenced Experience Measure Surveys for all admitted paediatric patients and their carers, and the Complex Wound Clinics at Hornsby Ku-ring-gai Hospital, Mona Vale Hospital and Brookvale Community Health Centre will follow in October and November 2022.

The PRMs team are in the process of establishing a NSLHD Patient Reported Measures Steering Committee, with executive representation from each hospital and service. This Committee will provide high-level oversight and guidance for ongoing implementation of the program. The team are also currently working with the relevant stakeholders at each hospital and service to determine go-live dates for February to June 2023. A number of Integrated Care initiatives are anticipated to implement PRMs within this time period.

NSLHD has recently been selected as the lead LHD for ‘Phase 2’ of the PRM program. Phase 2 involves integration of the electronic PRM Platform (HOPE) into the electronic medical record and Patient Administration System (PAS). This integration is anticipated to provide significant enhancements and automation for the HOPE Platform, improving the user experience for clinicians and support staff. As the lead site, NSLHD will have the opportunity to review and provide feedback on the electronic medical record build, ensuring it meets local needs and priorities. The integration process is anticipated to occur over a period of 12 months, with a number of additional integration enhancements scheduled for 2023.

Integrated Care

Wound Care Application (Tissue Analytics) Early Implementation

The Tissue Analytics digital application has been procured and preparations for use with clinical staff have commenced. The application will be linked to the electronic medical record and uses artificial intelligence and smartphone technology to measure, analyse and treat patient wounds. Security compliance is being progressed by eHealth, and the trial is expected to commence by June 2023. Approximately 20 NSLHD staff members will use the application to develop its role in clinical practice across a wide range of specialities including burns, plastics, vascular, spinal and community nursing. Early implementation will ensure the application has been integrated correctly.

Service Updates

Mental Health, Drug and Alcohol (MHDA)

The ‘Your Experience of Services (YES) and Carer Experience Survey (CES)’ Workshop was held on 16 August 2022, attended by staff across MHDA including consumer and carer peer workers. The purpose of the Workshop was to showcase the consumer and carer experience, highlight strengths and areas for improvement, determine future actions to increase survey responses, and improve the consumer and carer experience.

A MHDA Rights and Responsibilities Animated Video will be launched on 20 September 2022. The video is the third in a series of animated educational videos that aim to explain consumer and carer rights as defined by the National Charter of Healthcare Rights, the NSW Mental Health Act (2007) and NSW Drug and Alcohol Treatment Act (2007). The video was developed in response to feedback from consumers wanting more information about their rights and responsibilities in MHDA facilities.

Primary and Community Health

The Northern Sydney Intellectual Disability Health Service travelled to Northern NSW and Mid North Coast Local Health Districts to deliver face to face outreach services. The visits included clinical consultation, as well as education and information sessions to Child and Adolescent Mental Health Services, the Coffs Harbour Emergency Department, Junior Medical Officers attending the University of NSW Rural Clinical School and local General Practice teams. The team also met with the North Coast Primary Health Network to discuss opportunities for collaboration.

Aboriginal and Torres Strait Islander Health Service

The Aboriginal and Torres Strait Islander Health Service have developed a guide for pregnant women and families titled *Tiny Feet, Big Journeys*. The Guide aims to provide easily accessible information for new mums and their families, living and/or birthing in the Northern Sydney region. A key focus on the Guide is to deliver the very best quality holistic healthcare information that is not only culturally appropriate but clinically proven, and equitable for all mothers and expectant mothers. The Guide was launched on 4 August 2022 and the event included a smoking ceremony and Aboriginal dances. Keynote speakers at the event included Eliza Pross, Director of Ochre and Salt Pty Ltd, Jami Seale, NSLHD Aboriginal and Torres Strait Islander Health Service Registered Nurse, Adjunct Professor Peter Shine, Director Aboriginal and Torres Strait Islander Health, NSLHD and Deb Willcox, Chief Executive, NSLHD.

Health Services Planning

Following endorsement by the NSLHD Board in August 2022, the NSLHD Strategic Plan 2022-2027 was virtually launched by Trevor Danos AM FTSE, Board Chair NSLHD, and Deb Willcox, Chief Executive, NSLHD on 24 August 2022.

The NSLHD Strategic Plan 2022-2027 provides a framework for how we will deliver care over the next five years. The Plan builds on the District’s existing strengths, outlines our key priorities and defines our future goals and ambitions. The Plan focuses on six key Strategic Outcomes:

1. Patients and carers are our partners in their healthcare
2. Safe, high quality connected care
3. Keeping people healthy and well
4. Our staff are engaged and well supported
5. Research, innovation and digital advances inform and improve the delivery of patient care
6. Our services are sustainable, efficient and committed to planetary health.

NSLHD also launched a new vision with the Strategic Plan: *Exceptional Care, Leaders in Research, Partners in Wellbeing*.

The Strategic Plan is available electronically for staff and community on the NSLHD intranet and NSLHD Internet site, and copies will be distributed to key stakeholders.

Counter Disaster

NSLHD medical and nursing staff recently participated in the whole of health response for the Sydney City2Surf event held on 22 August 2022. The NSW Health Response Team were assigned to work in the Bondi Pavilion field hospital and treated runners with hyperthermia and minor injuries.

Our Staff

People and Culture

2022 Salary and Wages Increase

Following a recent decision by the NSW Industrial Relations Commission (IRC), all NSW Health Awards have received a 2.53% salary increase, which has been backdated to July 2022.

NSLHD People Plan 2022-2027

The People and Culture Executive Team have been working closely with Hospitals and Services on the final round of consultation for the NSLHD People Plan 2022-2027. It is anticipated that the Plan will be formally launched in October 2022.

2022 People Matter Engagement Survey (PMES)

The 2022 PMES opened on 23 August 2022 and will close on 16 September 2022. The Survey is being rolled out to all Hospitals and Services with consideration being given to the current COVID-19 guidelines and recommendations. As at 5 September 2022, NSLHD received a total of 2,097 survey responses.

Wear it Purple Day – 26 August 2022

NSLHD celebrated Wear it Purple Day on Friday 26 August 2022, with the theme ‘*Still me, still human*’. People and Culture supported the LGBTQI+ Employee Network in inclusive rounding activities across Hospitals and Services on the day.

Exceptional People Awards 2022 – Nominations Open

Nominations for the 2022 Exceptional People Awards were formally opened on 12 August 2022. The Exceptional People Awards recognise individuals, teams and volunteers who embody the outcomes listed in the NSLHD CORE Values and Behaviours charter, and recognises those who go above and beyond to make a difference. The new categories for 2022, based on the NSLHD Strategic Plan 2022-2027 include:

- Partnering with Consumers and Carers
- Safe and Connected Care
- Healthy and Well Communities
- Engaged and Supported People
- Research, Innovation and Digital Health
- Sustainability and Planetary Health
- CORE Values and Behaviours
- Leadership

Advancing Women in Medical Leadership

The 2022 Women in Medical Leadership Trust Fund has been established to support female medical staff to access and participate in internal and external leadership development

opportunities by providing the clinical backfill required to release them from clinical duties to attend leadership development opportunities. Development opportunities supported include formal leadership development programs, shadowing opportunities and coaching.

Recruitment

Recruitment and retention of staff continues to be a high priority. Job advertisements posted in August 2022 are double that of August 2021. NSLHD is investing in new strategies to assist in the competitive recruitment market.

Employee Value Proposition (EVP) Research Project

The People and Culture directorate have commenced a research project to evaluate and further develop NSLHD’s Employee Value Proposition. In September 2022, focus groups and interviews will be held with a diverse group of representatives from across NSLHD to gain a better understanding of the employee experience. A Steering Group to support the project has been established.

Nursing and Midwifery

COVID-19 Vaccination Hubs

From September 2022, the RNSH COVID-19 Vaccination Hub will start administering drug Evusheld for pre-exposure prophylaxis, specifically for people who are severely immunocompromised. Evusheld will be administered Monday to Thursday with COVID-19 Vaccinations continuing to be administered on Fridays.

Clinical Practice, Quality and Safety

The bespoke Nurse Unit Manager and Midwifery Unit Manager Leadership Program at HKH is progressing well, with four workshops completed. Internal and external speakers at the Workshops have included Michael Peregrina, Principal Advisor Nursing and Midwifery and Culture, NSW Ministry of Health and Ian Richardson, Senior Manager Clinical Excellence Commission Organisational Effectiveness. All Nurse Unit Managers and Midwifery Unit Managers have completed their 360 Feedback, started coaching sessions and are leading local improvement projects.

The Team is partnering with Clinical Governance Unit and clinician representatives to deliver Medication Safety Week during the 17 to the 21 October 2022. The promotional activities delivered across NSLHD will be informed by a patient journey collected by our Practice Development Nurse Managers in collaboration with Pharmacy colleagues. The journey will highlight excellence in medication safety from a nursing, midwifery, medical and allied health perspective.

Patient and Logistic Services (PALS)

The HealthShare NSW Patient Transport Service have developed Microsoft Teams channels linking Patient Flow Managers and key operational staff. This has allowed for improved communication the day prior to the planning of transport bookings which facilitates efficient discharge on the transfer date.

PALS has partnered with the Ministry of Health Patient Flow Portal Team to identify, raise and resolve technical issues that have impacted Inter-Hospital Transfers locally and state-wide.

Nursing and Midwifery Workforce

The Ministry of Health have withdrawn the Statewide Specialist Obstetric Service (SOC) as part of the Maternal Transfer Redesign project. This is replaced by a strengthened NSLHD/CCLHD Tiered Perinatal Network and local processes have been embedded for consultation, referral and transfer for women requiring tertiary level obstetric care. A second on call specialist obstetrician has been allocated to manage difficult transfers for NSLHD as required in place of the SOC service.

The Maternal, Neonatal and Women’s Health Network would like to take the opportunity to thank Adjunct Professor Michael Nicholl for his significant contribution to the care of women and babies during his over 20 years of service in NSLHD and we wish him well in his new role as the Chief Executive of the Clinical Excellence Commission (CEC). An Expression of Interest for the Network Clinical Director position has been circulated.

MidStart 2023 Campaign

Nine candidates have conditionally been offered and accepted MidStart positions at RNSH and Hornsby for 2023.

NSLHD Casual Pool

A Casual Pool Development Day will be held virtually on 15 September 2022. The Development Day will assist all casual staff in their professional development and ensure they are aware of all mandatory training requirements. Topics include Palliative Person Centred Care, Wound Care, Infection Control, caring for patients with challenging behaviours, restraints and patient specials, Eating Disorders, taking care of patients with Diabetes, Wellbeing and the electronic medical record.

A Casual Pool and Agency Database has been developed in conjunction with the NSLHD Workforce Systems Informatics team to assist in communication and monitoring of the Acute and MHDA NSLHD Casual Pool and agency nursing and midwifery workforce.

Recruitment Update

Recruitment and retention of nursing staff continues to be a key priority. The nursing and midwifery Directorate are working closely with People and Culture to develop innovative recruitment strategies across the agency, casual and permanent workforce.

Nursing and Midwifery Research Centre

Recruitment to the role of Director Research and Practice Development is underway. Adjunct Associate Professor Rosalind Elliott will cover the role for an interim period.

A regular monthly email bulletin of nursing and midwifery research and evidence based practice resources has been established. The existing NSLHD Nursing and Midwifery Research Newsletter will now be published quarterly. Online education remains popular and planning for 2023 has commenced.

Medical Services

Work is underway to develop a transparent, streamlined and consistent process in the collection and evaluation of JMO wellbeing information across NSLHD. This will be achieved by utilising JMO forums at each hospital, and presenting and collecting the information at the NSLHD JMO Wellbeing Committee. A summary document will also be produced for the NSLHD Chief Executive and Board. The summary document will provide an overview of JMO wellbeing within NSLHD.

A yearly NSLHD JMO wellbeing event will also be arranged, with input from specialist groups such as the Black Dog Institute, who will be able to provide teaching and support.

Allied Health

With the celebration of Allied Health Professionals Day on 14 October 2022, NSLHD will host the Allied Health Recognition Awards to acknowledge individuals and teams who have made an extraordinary achievement in Allied Health practice in 2021/22. The winners of the NSLHD Allied Health Recognition Awards will be nominated to the NSW Health Excellence in Allied Health Awards being held on 23 February 2023. The NSW Health Excellence in Allied Health Awards recognise the high quality work and outstanding contribution that allied health clinicians make to the community.

The eight recognition award categories are:

- Aboriginal / Torres Strait Islander Allied Health Professional of the Year
- Early Career Allied Health Professional of the Year
- Allied Health Assistant or Technician of the Year
- Allied Health Team of the Year
- Allied Health Leader of the Year
- Allied Health Professional of the Year
- Allied Health Researcher of the Year
- Allied Health Educator of the Year

Personalised Allied Health Professionals Day 2022 Compliment Card

The NSLHD Allied Health Directorate has collaborated with People and Culture to create a personalised compliment card acknowledging our Allied Health workforce. NSLHD staff will have the opportunity to send a themed appreciation message to members of the allied health workforce to acknowledge their important contribution to patient and community care.

Research and Innovation

Service Improvement and Innovation

On 9 August 2022, RNSH went live with electronic referrals in 14 medical and surgical outpatient services, Hospital in the Home and in the Emergency Department. NSLHD is using the vendor HealthLink which integrates with GP practice software and makes it easier to send eReferrals. In the first 20 days of operation, over 100 referrals have been received from 42 different GP practices which is a significant initial uptake. The electronic referrals received so far greatly improve the collection of patient clinical and demographic information which will enhance assessment and treatment. The team are working closely with Sydney North Health Network to consistently promote the change of practice of switching to electronic referrals. In November 2022, additional eReferral forms will be released for GPs to access Women’s Health clinics and more medical clinics at RNSH. Electronic referrals are the first step in the digital transformation of the outpatient pathway.

Virtual Care

In June 2022, NSLHD conducted 50 per cent more telehealth consults than June 2021. This indicates that despite services returning to normal, telehealth continues to grow as modality of care for suitable patients. Primary and Community Health and RNSH continue to be the highest users of telehealth.

The RNSH maternity services are collaborating with the Central Coast Local Health District maternity service to provide telehealth for high-risk pregnant women on the Central Coast who would attend RNSH up to 3 times per week for monitoring and assessments. It is hoped this new model of care will pilot in November and improve care for patients.

Research

Appointment, Chair of Research, NSLHD

Professor Bruce Robinson AC has been appointed the Chair of Research, NSLHD, in an important step towards strengthening our research leadership across NSLHD. Professor Robinson brings a tremendous wealth of research, clinical and policy experience to the role. He will be responsible for providing leadership and strategic advice, while also driving the implementation of the NSLHD Research Strategy and other major research projects across NSLHD hospitals and services.

Professor Robinson has had a clinical, research, and executive career spanning more than three decades and is highly respected across Australia and internationally. As a leading endocrinologist at Royal North Shore Hospital, Professor Robinson has influenced clinical

care practices, led large-scale research projects, reformed government policies and informed national health programs. He has held a large number of senior positions across health, academia and business, and his extraordinary contribution has been recognised with a host of awards, including a prestigious Companion of the Order of Australia.

Clinical Trial Management System Launch

The Statewide Clinical Trial Management System will go-live in September 2022, with the first clinical trials units commencing their transition into the system in August.

Development of Research Competencies

The My Research Hub team are currently working with NSLHD Organisational Development and Capability to develop a series of competencies for research at NSLHD that will inform position descriptions, development planning and provision of coaching, mentoring, educational and learning resources at NSLHD. When complete, NSLHD will be the first local health district in NSW to have this available to our workforce.

Kolling Institute

The Kolling Institute continues to achieve a strong media presence promoting its research accomplishments. In August 2022, Channel 9 published a story on Professor Gemma Figtree discussing a large scale study investigating polygenic risk factors for heart disease. The project will aim to develop a test for those with heart disease without the usual risk factors.

Digital Health and Communications

Information, Communication & Technology (ICT)

eMR Comprehensive Care

The Project evaluation for the Comprehensive Care solution has commenced and a report is expected to be available by end September. Work is underway to resolve the various issues that have been identified since the implementation. Technical enhancements are being progressed with eHealth NSW and additional change management and training activities are underway as part of the remediation activities which aim to increase adoption.

eMR Fluid and Infusion Management

The eMR Fluid and Infusion Management module is an enhancement to the existing electronic medications management (eMeds) capability. The solution was successfully implemented at Hornsby Hospital and Mona Vale Hospital on in August 2022. Change management and training activities are underway at Ryde Hospital where the solution will be enabled in September 2022 and RNSH in November 2022.

Medical Handover Tool

Work is underway to develop a medical handover tool within the eMR to improve communication and documentation required for handover between various clinical teams. The proposed solution will allow for a rapid medical handover and task management within eMR, streamlining into a one screen solution as opposed to the current system where staff need to branch across the eMR to complete documentation. The tool will comply with NSW Health Policy Directive *Clinical Handover* (PD2019_020).

Microsoft 365 Digital Workspaces Project

NSLHD Modern Intranet Upgrade

The User Focus Group planning and eHealth Human Centred Design (HCD) team engagement is in progress. The pilot team engagement strategy has been developed and initial pilot teams have been engaged. Current Intranet Site usage analytics have successfully been extracted from SharePoint. A user survey has been developed and ready for distribution.

Microsoft Teams

The Project now focusses on supporting the adoption of Microsoft Teams as the organisation’s core collaboration space, including:

- Microsoft M365 Governance Hub and Insights implementation/adoption
- Ongoing training, education, and coaching opportunities
- Reinforcing best practice collaboration and hybrid work habits
- Establishing a local M365 Community of Practice
- Ensuring policies and guidelines support appropriate use of the platform and linking in with the Modern Intranet and Modern Workspaces projects to migrate departmental and team share-drive content.

State-wide Data Centre Reform (SwDCR)

The aim of the SwDCR project is to migrate 25% of on-premise IT services to the Cloud by 30 June 2023, in compliance with government mandates. NSLHD is on track to achieve this objective, with 27% of applications and 16% of servers successfully migrated to the Cloud, with zero impacts to the operating environment.

Cyber Security

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

- 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, and network device hardening.
- Respond to and implement the recommendations from the October 2021 NSLHD Internal Audit review.
- Development of the Cyber Security Communications Plan focusing on the importance of cyber security in our everyday lives as well as in the workplace.
- Working with eHealth to upgrade our endpoint protection systems across servers and desktops. This rollout is 90% complete.
- Continued collaboration with eHealth as a part of the Essential 8 Uplift Program.
- Enhanced delivery of cyber security initiatives grated by additional roles being filled in the cyber security team

NSLHD Communications

Internal Media

- Chief Executive email broadcasts distributed:
 - Update on budget and planned initiatives
 - Announcement on Chair of Research appointment
 - Opening of NSLHD Exceptional People Awards
 - Announcement on departure of Professor Carolyn Sue
 - Update on Wear it Purple Day
 - Launch of the People Matter Employee Survey
- Development of the Northern Health Precinct Communications Plan.

Social Media

- Promotion of the NSLHD Strategic Plan 2022-2027
- Promotion of the announcement of Professor Jim Elliott’s appointment to the position of Director Kolling Institute
- Promotion of the announcement of Professor Bruce Robinson appointment to the position of NSLHD Chair of Research
- Promotion of the Hornsby Ku-ring-gai Hospital Midwifery Group Practice (MPG) 11 years of service celebration.

Platform	August 2022	% Change from July 2022
Facebook	40,667 followers	↑ 0.2% (40,563 followers)
LinkedIn	11,832 followers	↑ 3.7% (11,409 followers)
Instagram	767 followers	↑ 3.6% (740 followers)
Twitter	2234 followers	↑ 0.5% (2222 followers)

External Media

- Channel 9 news reported on Professor Gemma Figtree who discussed a large scale study investigating polygenic risk factors for heart disease.
- Media release issued to mark the launch of the Kolling Institute’s orthopaedic biomechanics robot.
- Co-ordinated interviews and content for North Shore and Peninsula Living feature on clinical trials
- Developed content for Peninsula Living for health feature
- Media release issued to launch the John Walsh Rehabilitation Research trial to assess an innovative breathing technique to reduce health challenges for those with spinal cord injuries.
- Interview with 2 Ryde Regional Radio on Ryde Hospital redevelopment

Upcoming Events

- R U OK Day – 8 September 2022
- Kolling Institute Orthopaedics Biomechanics Robotic Arm Launch – 12 September 2022
- NSLHD Consumer Forum – 21 September 2022

Projects

- Produced NSLHD’s contribution to Ministry of Health’s Remarkable Humans of Health project
- Coordinated live broadcasts on the NSLHD Strategic Plan launch and Budget
- Development of promotional work for the NSLHD virtual hospital
- Ongoing website design and updates
- Continuing communication support for the Ryde Hospital Redevelopment project
- Development of the NSLHD Year in Review
- Supporting the communication and promotion of Child Protection Week, including filming
- Coordination of the My Cancer Journey book launch
- Supported the launch of NSLHD Aboriginal Torres Strait Islander Health Service Tiny Feet book
- Supported the launch of Hospital in the Home
- Developed social media guide for NSLHD Board members
- Assisted with the promotion of STEPTember across NSLHD
- Worked with Kolling Institute to organise surgical robot launch and media story
- Worked with Northern Sydney Clinical School on NSLHD Research Showcase
- Continued work with stakeholders on NSW Government rebranding on new framework requirements
- Progress on NSLHD intranet homepage redesign and communication plan
- Progress on the NSLHD Year in Review and Annual Public Meeting
- Progress on new websites for Maternity, Cancer, MHDA and Northern Sydney Virtual Hospital Service

- Commencement of a clinician finder web search and Clinical Genetics and Planetary Health websites.

Philanthropy

NORTH Foundation Update

The NORTH Foundation held their Annual Board Strategy Day in August 2022, attended by the NORTH Foundation Board and Deb Willcox, Chief Executive, NSLHD. The contextual drivers impacting the NORTH Foundation were discussed. A facilitated workshop between the NORTH Foundation and NSLHD is being planned to create a greater sense of cultural alignment and a shared sense of accountability for donor growth and outcomes. Meetings between the NORTH Foundation management teams and District teams to streamline processes and build inter-team relationships will also be scheduled.

Executive Updates

Chief Executive, NSLHD

On 25 August 2022, Susan Pearce, Secretary, NSW Health and Trevor Danos AM FTSE, Board Chair, announced that I have been appointed to the role of Deputy Secretary Health System Strategy and Planning, NSLHD. My last day at NSLHD will be on 20 September 2022.

While I am humbled by this appointment and feel so very privileged to work for the system in this role, it comes with a great deal of sadness. Having held the NSLHD Chief Executive role since November 2017, it has been a personal and professional honour to work in NSLHD and I leave knowing this LHD is so very strong, providing truly exceptional care to patients, consumers and the community.

Interim Chief Executive, NSLHD

Lee Gregory will act as Chief Executive, NSLHD from 21 September 2022. Lee has worked for NSLHD for almost 20 years and most recently was Executive Director Operations, NSLHD. Lee has also held a number of other Executive positions including Director Finance and Corporate Services and General Manager Hornsby Ku-ring-gai Hospital. Lee’s extensive experience in NSLHD will ensure stability through this period of transition.

Executive Director Operations, NSLHD

James Stormon has been appointed to the position of Acting Executive Director Operations, NSLHD. James has held the role of Director Northern Beaches Hospital Partnerships for the past four years and prior to that was Clinical Program Director, Sydney Children’s Hospital Network.

Director Northern Beaches Hospital Partnership, NSLHD

Jenny McConnell has been appointed to the position of Acting Director Northern Beaches Hospital Partnership, NSLHD. Jenny has held the role of General Manager, Mona Vale Hospital since February 2020 and prior to that was the Director Operations, NSLHD.

Director Strategic Operations, NSLHD

Recruitment to the role of Acting Director Strategic Operations is currently underway.

General Manager, Mona Vale Hospital

Mathivanan (Mathi) Sakthivel has been appointed to the role of Acting General Manager, Mona Vale Hospital. Mathi joins NSLHD from Ramsay Healthcare where he was the Chief Executive Officer, Kareena Private Hospital and Kingsway Day Surgery. Mathi has held a variety of health management roles in both the public and private hospital sectors across Australia including as Operations Manager, Goulburn Health Service and Director Corporate Services, Westmead and Auburn Hospitals.



Deb Willcox
Chief Executive

Date: 15 September 2022