

Chief Executive's Board Report

December 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 (October and November 2022)

In October 2022, there were 19,326 presentations to NSLHD Emergency Departments, an increase of 8% (1,501 presentations) when compared to October 2021. In November 2022, there were 19,911 presentations to NSLHD Emergency Departments, an increase of 12% (2,333 presentations) when compared to November 2021.

Emergency Treatment Performance (ETP) for NSLHD was 59% in October 2022 against the overall target of 81%. This demonstrates a decrease of 4% when compared to October 2022 (63%). ETP for NSLHD was 58% in November 2022 against the overall target of 81%. This demonstrates a decrease of 4% when compared to November 2021 (62%).

Overall Transfer of Care (ToC) for NSLHD was 89% in October 2022 against the target of 90%. Overall ToC for NSLHD was 90% in November 2022 against the target of 90%.

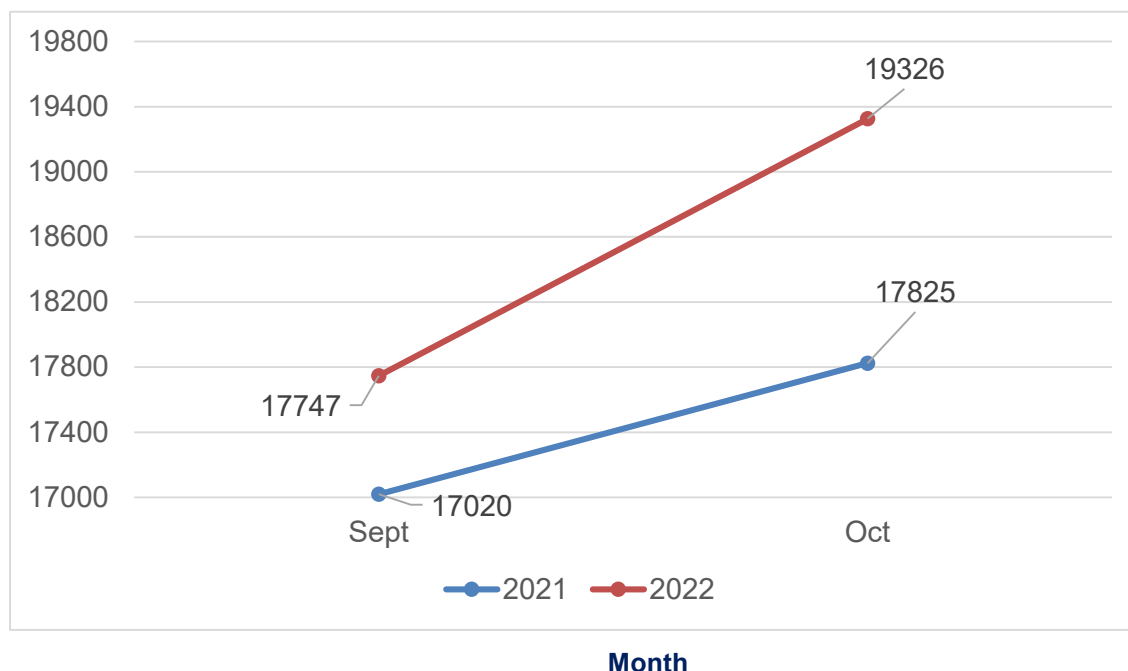
NSLHD had 603 patients overdue for elective surgery as at the end of October 2022 and had 552 patients overdue for elective surgery as at the end of November 2022.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations October 2022		Change from October 2021
RNSH	7,165 presentations	↑	10%
HKH	3,993 presentations	↑	20%
Ryde	2,544 presentations	↑	9%
NBH	5,624 presentations	↓	2%

Hospital	ED Presentations November 2022*		Change from November 2021
RNSH	7,173 presentations	↑	9%
HKH	4,071 presentations	↑	22%
Ryde	2,612 presentations	↑	15%

**NBH ED Presentations Data for November 2022 is still being finalised and will be reported in the February 2022 Chief Executive Report.*

Emergency Department (ED) Presentations Results (Total NSLHD including NBH)**Transfer of Care (ToC) Results**

Overall ToC for NSLHD was 89% in October 2022 and 90% in November 2022 against the target of 90%.

Hospital	ToC October 2022	Change from October 2021	
RNSH	77%	↓	9%
HKH	91%	↓	3%
Ryde	98%	↑	3%
NBH	97%	-	Nil change

Hospital	ToC November 2022*	Change from November 2021	
RNSH	81%	↑	3%
HKH	90%	↓	5%
Ryde	99%	↑	1%

*NBH ToC Data for November 2022 is still being finalised and will be reported in the February 2022 Chief Executive Report.

ED Triage Results

Triage Category Results – October 2022					
Hospital	Category 1 (target 100%)	Category 2 (target 95%)	Category 3 (target 85%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	100%	84%	77%	80%	92%
RNSH	100%	71%	65%	76%	92%
HKH	100%	85%	74%	79%	93%
Ryde	100%	90%	89%	85%	90%
NBH	100%	89%	83%	81%	94%

Triage Category Results – November 2022*					
Hospital	Category 1 (target 100%)	Category 2 (target 95%)	Category 3 (target 85%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	100%	79%	72%	75%	90%
RNSH	100%	73%	66%	71%	92%
HKH	100%	79%	67%	72%	89%
Ryde	100%	90%	86%	80%	89%

*NBH Triage Category Results Data for November 2022 is still being finalised and will be reported in the February 2022 Chief Executive Report.

Elective Surgery Access Performance (ESAP) Combined NSLHD Results

	Target	October 2022	November 2022
Category 1	100%	97%	100%
Category 2	97%	82%	86%
Category 3	97%	75%	71%

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)

Hospital	Target	October 2022	November 2022
RNSH	5.50	5.29	5.10
HKH	4.20	4.28	4.49
Ryde	4.00	5.69	5.27

Legend

● Hospital achieving or exceeding target

Financial Performance

General Fund

Overview

In November 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$10.4M (6.8%) favourable and \$13.7M (-1.9%) unfavourable year to date. This includes the incremental costs related to the COVID-19 response.

After adjusting for the impact of the COVID-19 response, NSLHD recorded a NCOS of \$0.68M unfavourable for November 2022 and \$5.8M (-0.84%) unfavourable year to date.

NSLHD and each Hospital and Service are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial sustainability.

NSLHD Finance is continuously monitoring the COVID-19 response and will work closely with the Ministry of Health to assess its impact on financial results for 2022-23.

Total Expenses

In November 2022, NSLHD recorded \$2.9M (-0.36%) unfavourable year to date after adjusting for the impact of COVID-19. The current position is due to \$1M additional unbudgeted expense incurred for the extra public holiday in prior months, as well as a \$1M increased cost in non-

medical gas due to a change in supplier, which is expected to increase further this financial year.

Overall year to date COVID-19 expenses is \$22.02M, which is mainly composed of COVID clinics, testing, vaccinations and outsourced patient services activities.

A total of \$3.1M in Efficiency Improvement Plans have been submitted to the Ministry of Health, with a number of additional plans currently being worked on.

Revenue

In November 2022, NSLHD recorded \$2.7M (-2.2%) unfavourable year to date. The full year Revenue forecast for the District is expected to be \$12.0M unfavourable.

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

Other item/s

As at November 2022, the NSLHD general fund bank account balance was \$7.9M.

Safety and Quality Indicators

Safety and Quality (November 2022)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.5	0.5		≤ 1.0	0.5	0.5
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.0	0.0
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ¹		≤ 13.0%	8.7%	4.3%		≤ 13.0%	9.8%	3.2%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	81%	5.8%		≥ 75%	84%	9.0%
Unplanned Hospital Readmissions [#]		5.4%	6.0%	0.6%		5.5%	6.1%	0.6%

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) have received their final Australian Council on Healthcare Standards (ACHS) Assessment Report following their Accreditation Assessment in August 2022. PACH passed their accreditation and all requirements against the Standards were met.

A Trial Accreditation Assessment at Mona Vale Hospital has been scheduled for February 2023, in preparation for their ACHS Assessment in June 2023.

The NSLHD National Clinical Trials Governance Framework Working Group convened for the first time in November 2022. The Working Group will complete a gap analysis against the Clinical Trials Governance Framework, and the development and implementation of an Action Plan. Mona Vale Hospital will be the first NSLHD hospital to be assessed against the Framework during their National Standards Accreditation Assessment.

NSLHD Consumer Forum 2022

A report is being developed following the NSLHD Consumer Forum held in September 2022. The report will identify four key focus areas that will be prioritised when working with consumers. These include improving communication, feeling valued, proactive engagement and increasing awareness.

NSLHD Complaints and Compliments Thematic Analysis 2022

A Complaints and Compliments Thematic Analysis report is being compiled to showcase the feedback received in the Incident Management System (ims+). The Report will focus on assessing the compliments and complaints data entered for the twelve-month period from 1 June 2021 to 31 May 2022. Preliminary analysis of the data indicates that there has been an increase in complaints received in comparison to the previous year. The most frequent categories of compliments and complaints relate to Clinical Care/Treatment/Safety and Communication.

NSLHD Drug and Therapeutic Committee and NSW Health Formulary

An intranet page for the NSW Medicines Formulary has been developed which provides information and updates for all staff. This intranet site will be updated as the implementation work progresses and will be a central point of contact for all NSW Medicines formulary queries, feedback and recommendations. The gap analysis for all NSLHD Hospitals is now finalised. The gap analysis highlights the changes required to current clinical prescribing, medications used and their restrictions.

Wound Care Tissue Analytics

The Tissue Analytics application is now live at Royal North Shore and Ryde Hospitals following the completion of an education program for clinicians during mid-November 2022.

Skin Integrity

The Pressure Injury Point Prevalence Audit (PIPPA) has been carried out across NSLHD to coincide with World Pressure Injury Day (17 November 2022). Results are currently being collated and a report will be published in 2023.

Safety and Quality Essentials Pathway

Preparation is underway to commence the NSLHD 2023 Applied Safety and Quality Program (ASQP). The program will support leaders to gain adept level capability in healthcare safety and quality by applying learnings in the workplace and engaging others in safety and continuous improvement. Applicants for the program have been interviewed, and 19 staff

across NSLHD have been invited to participate in the 12-month program. Ongoing development continues with staff providing the program attending Coaching Conversations and Reflective Practice workshops and four additional staff due to complete the Accelerated Applied Safety and Quality Program in December 2022. Planning for additional training offerings is underway, with new opportunities continuously being scoped with assistance from the NSLHD Safety and Quality Essentials Pathway Advisory Group. These face-to-face/virtual offerings (Foundational and Intermediate level) complement existing e-learning modules available for all staff. The 2023 training dates for Improvement Science Workshops (Intermediate level) have been finalised and are now open for enrolment.

Integrated Care

Collaborative Commissioning

The Collaborative Commissioning team continue to work on a number of key initiatives. Updates for November 2022 include:

- A total of 52 patients and 32 General Practitioners (GPs) were enrolled in the Quality Improvement Program.
- The Geriatric Outreach Service continues with over 200 patients seen by a Geriatrician or discussed with a GP between July and October 2022.
- The Rapid Response model of care redesign has been finalised and approved.
- A number of strategies are in place to support teams to increase referrals through:
 - NSW Ambulance referral pathways
 - Promotion to GPs and Residential Aged Care Facilities
 - Updating the PowerChart Form (Hospital Avoidance Program for Older People).
- A Working Group has been established to commence the design of the model of care for the Rapid Access Clinic at Royal North Shore Hospital. Exemplar models at other NSW public hospitals have been identified to assist with the local design.

HealthPathways

Dr Luke Morphet has recently joined HealthPathways as the newly appointed GP Clinical Lead. Dr Morphet will continue in his GP Liaison Officer role in the Royal North Shore Hospital Ambulatory Care Centre and in his private GP clinical practice.

The HealthPathways User Survey for 2022 closed on 30 October 2022. A total of 49 individuals participated in the survey, twice the number of 2020 survey participants. Preliminary results included User Evaluation of the HealthPathways platform across 4 criteria (average rating across 3 criteria was approximately 6 out of 10). The results have been provided to both NSLHD and Sydney North Health Network to inform future discussions with the Ministry of Health and external provider Streamliners.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

The Child and Youth Mental Health Service was recognised as a finalist in the NSW Health Awards for their work on the Youth Suicide Response Framework. The Framework draws on international evidence to map a Circle of Vulnerability (CoV) including the bereaved, those affected, and exposed by the death. The Framework provides a clear, systematic approach to identifying at-risk individuals and action to offer support, including voluntary inpatient admissions or community support.

The Child and Youth Mental Health Service was also the recipient of the Mental Health Matters Youth Award for the Need a Lift! Youth Photography Competition held in Mental Health Month.

Building refurbishment works are nearing completion at Royal North Shore Hospital to accommodate the relocation of Drug and Alcohol Inpatient Services from their current location on the campus. A formal opening of the unit is planned in January 2023.

Primary & Community Health (PACH)

The Northern Sydney Home Nursing Service has reopened continence clinics at Hornsby and Ryde Hospital. The provision of clinic-based care provides more flexible care options for patients and will reduce waiting times for home visits.

Aboriginal and Torres Strait Islander Health Service

The NSLHD Aboriginal and Torres Strait Islander Women's Wellness Day was held on 9 November 2022 at the Bungee Bidgee Clinic at Hornsby Ku-ring-gai Hospital. A total of 45 Aboriginal and Torres Strait Islander women from the community attended. Health checks including dermatology, sexual health, optometry and breast screen. In addition to these health checks, other Allied Health and social and emotional wellbeing services were provided. NSLHD Health and wellbeing services were used to provide health education sessions, appointments and cultural activities. Cultural activities including a smoking ceremony, dance, traditional weaving and a story circle where the women could engage in storytelling and yarn with Aboriginal and Torres Strait Islander women in the area, were also included.

Counter Disaster

The Business Continuity Management project has progressed into the Business Continuity Strategies and Procedures phase with the completion of the pilot trial across clinical, non-clinical and support services.

Across NSLHD Counter Disaster has been facilitating site-based exercises focusing on displaced and vulnerable persons under threat from a natural hazard such as fire or floods. These exercises will inform a review of the current displaced person plans for summer preparedness activities.

Our Staff

People and Culture

2022 Exceptional People Awards - Postponed

The 2022 Exceptional People Awards scheduled for November 2022 have been postponed to 2023 due to an increase in COVID-19 cases and the change to NSW Health Amber Alert status.

16 Days of Activism - Domestic and Family Violence and the Workforce

In recognition of the 16 Days of Activism against Gender Based Violence which runs annually from 25 November to 10 December, NSLHD hosted a Domestic and Family Violence and the Workforce workshop on Thursday 1 December, which was co-facilitated by the Champions of Change Coalition. The objective of the workshop was to continue to explore and expand on how NSLHD can support staff members who may be experiencing domestic and family violence. In addition, a refresh on the NSLHD Domestic and Family Violence in the Workplace Managers Information resource booklet has been completed. This resource will be available for NSLHD managers to access digitally, as well as via printed booklets.

Recruitment Marketing Resources

People and Culture are working with the Nursing and Midwifery Directorate and Media and Communications team to develop a range of video and print recruitment marketing resources to support talent acquisition.

Improvements to Security in Hospitals - Peter Anderson Report Update

NSLHD has finalised and actioned all security recommendations in the Peter Anderson Report and have submitted an update to the NSW Ministry of Health.

Nursing and Midwifery

Clinical Practice, Quality and Safety Team

The NSLHD Nursing and Midwifery Directorate have supported ICT in the rollout of the electronic medical record Comprehensive Care enhancements across NSLHD. This has involved visiting Hospitals and distributing merchandise. Nursing staff were on site during 'Go Live' week in November 2022 and provided support to staff as they navigated the Comprehensive Care enhancements.

Plans have progressed to commence the Mentoring in Midwifery program in 2023. An appointment to the Clinical Nurse Consultant lead has been made and orientation to the role will occur during December 2022 with a view to commence in January 2023.

The Hornsby Ku-ring-gai Hospital Nurse Unit Manager/Midwifery Unit Manager Leadership Program has been successfully completed. Seventeen (17) nursing and midwifery managers will attend a graduation ceremony on 8 December 2022. Feedback on this program has been positive, giving Nurse Unit Managers a stronger set of leadership and management skills. Ryde Hospital has expressed an interest in undertaking this program in 2023 and Mental Health Drug and Alcohol Nurse Unit Managers will also be offered the opportunity to join the 2023 cohort.

Patient Access and Logistic Service (PALS)

NSLHD Patient Flow Managers have been working closely with HammondCare to enhance communication and transfer of information between clinical teams. Particular areas of focus include Palliative Care capacity and improving referral volumes.

The NSLHD Virtual Care Service has been selected by the Ministry of Health as one of five Virtual Care Services in NSW to be included in the state-wide Patient Flow Portal Virtual Care enhancement project due to commence in early 2023.

Maternal Neonatal and Women's Health Network

The NSW Ministry of Health have released the Policy Directive *Reducing the effects of smoking and vaping on pregnancy and newborn*. The Policy Directive establishes minimum requirements for NSW Health services and clinical staff to provide evidence-based and high-quality smoking and vaping cessation support to women before, during and after pregnancy. The Maternal, Neonatal and Women's Health Network will lead the implementation of the policy in NSLHD.

Nursing and Midwifery Research Unit (NMRU)

Mental Health Drug and Alcohol Nursing Research

Key updates for Mental Health Drug and Alcohol Nursing Research include:

- Data on research being conducted across Mental Health Drug and Alcohol is currently being collated. A comprehensive list of nurses, projects, and research outputs will be recorded with the goal of highlighting achievements in future newsletters and reports.
- Newly initiated nurse-led or co-led Mental Health Drug and Alcohol research across NSLHD include:
 1. Jo Gunter, Marianna Wong, Hilaire Mak, Suzy Glover, Jo River: *Care pathways for non-English speaking culturally and linguistically diverse consumers*
 2. Karen Klarnett, Diane Paul, Suzanne Glover, Jo River: *ISBAR self-advocacy tool for people with lived experience*
 3. Jo River, Diane Paul, Mark Goodhew, Deb Debono, Daniel Demant, Sophie Isobel, Holly Kemp: *Scoping review of experiences and needs of LGBTQIA+ people with lived experience in MHDA services*

Conjoint Chair Emergency and Critical Care – University Technology Sydney/NSLHD

Professor Margaret Fry commenced a new role in November 2022 as the Conjoint Chair Emergency and Critical Care University Technology Sydney/NSLHD. A current focus of the role is reviewing clinical needs across NSLHD emergency and critical care and meeting key stakeholders for evidence practice gaps, strengths and weaknesses.

Translational Research

An education program in 2023 will include two education streams comprising evidence-based practice and research, with five supporting master classes to be held, including data analysis.

The NSLHD Nursing and Midwifery Research Centre Operational Plan has been finalised.

Recruitment is underway to the position of Associate Professor – Director of Nursing University Technology Sydney/NSLHD.

Nursing and Midwifery Workforce Team

Talent Pool

Work continues with the NSLHD Talent Acquisition Project Manager to establish nursing and midwifery talent pools within LinkedIn and SEEK. An ongoing talent pool requisition is currently being advertised and requisitions are monitored daily for potential applicants.

Transitional Enrolled Nurses

The current graduating class of the Diploma of Nursing includes 10 graduates associated with NSLHD that have been approached and encouraged to apply for a position in our Transition to Professional Practice for Enrolled Nurses. Formal recruitment for the program begins in December.

Care Assistants

Recruitment of Care Assistants continues. The determination for this role has recently been extended by the Ministry of Health until 30 June 2023.

NSLHD Casual Pool

Recruitment to the Casual Pool is ongoing for all acute, mental health and specialty areas. Advertisements have been reviewed and tailored to ensure an easier and quicker application process. Twice weekly mandatory assessment sessions have been organised in conjunction with the Nurse Manager Operations which will be accessible for the Casual Pool to assist in the completion of assessments such as Basic Life Support and Manual Handling Practical Assessments.

Aboriginal and Torres Strait Islander Cadetship

Advertising for the 2023 Aboriginal and Torres Strait Islander Nursing and Midwifery Cadetship and Scholarship Program will open in January 2023.

Nursing and Midwifery Careers

A further review is being undertaken to ensure adequate marketing campaigns are being captured with key stakeholders such as our partner universities and TAFE. A focus for 2023 will be engaging with NSLHD catchment schools to promote nursing and midwifery careers.

UTS Undergraduate Pilot

A pilot program is being developed in conjunction with UTS to engage with a set number of students per year from the University of Technology Sydney for both clinical placements within NSLHD and ongoing employment whilst undertaking their undergraduate nursing and midwifery degree.

Medical Services

A NSLHD Junior Medical Officer (JMO) wellbeing template has been developed and implemented. The template will collect data relating to JMO wellbeing at NSLHD Hospitals and Services. JMO recruitment for the next clinical year 2023-2024 has been successfully completed. NSLHD has worked collaboratively with The Royal Australasian College of Physicians to ensure Royal North Shore Hospital is accredited for another three years as a level three principal training program for the Adult Internal Medicine Basic Training Program.

Allied Health

Allied Health Assistant Scholarships

NSLHD Allied Health were successful in gaining four Allied Health Assistant Scholarships in 2022. Scholarships were provided to support training for Allied Health Assistants (AHAs) and Pharmacy Assistants and Technicians (PATs) seeking to further develop their knowledge and skills. Participants were able to enroll in all or part of either the Certificate IV in Allied Health Assistance or the Certificate IV in Hospital/ Health Services Pharmacy Support depending on the relevance to their current work roles.

The NSLHD Disability Inclusion Action Plan (DIAP) 2018-2022

The updated NSLHD Disability Inclusion Action Plan is a dynamic plan that considers the needs of people with any level of disability and will be launched in 2023. The Committee responsible for the DIAP has representation from nursing and midwifery, people and culture, staff education, disability strategy, ICT, clinical governance, each hospital, PACH, MHDA, aged care, intellectual disability services, patient and consumer engagement, carer support and consumers. The plan covers disability inclusion governance, accessible communication, design of facilities, person centred care, data collection and reporting, and meaningful employment opportunities.

In 2022, NSLHD developed three new procedures relating to disability including recording a person's disability in the electronic medical record (eMR), caring for people with an intellectual

disability, and principles and guidelines for a younger person's access to Commonwealth Funded Aged Care Services. In addition, the Northern Sydney Intellectual Disability (ID) Health Service created resources for inpatients with ID and behaviours of concern and provided regular peer supervision to developmental paediatricians. BreastScreen NSW Northern Sydney Central Coast also made significant adjustments to the design of all new and refurbished sites.

Research and Innovation

Research

Research Strategic Directions

The NSLHD Chair of Research Professor Bruce Robinson AC has led a series of consultations with research staff across the District, with the final meetings to be held in the coming weeks. The feedback has been positive and the sessions well attended. Strategic directions include (1) functional wellbeing as a unifying theme for research; (2) a clinical trials centre that includes a level of centralised support for clinical trials; and (3) a Comprehensive Cancer Centre. These themes will be underpinned by a focus on data and informatics. Fundraising will likely be required to support some of this work.

National Clinical Trials Governance Framework

The first workshop to support progress towards implementation of the National Clinical Trials Governance Framework was held in November. The working group is currently finalising membership in advance of the second meeting in December 2022. The first action for the working group is to undertake a gap analysis of current clinical trials processes against what is required for accreditation.

Kolling Institute

Stellaris 5 Confocal Microscope

It was recently announced that the University of Sydney Core Research Facilities will be purchasing a Stellaris 5 confocal microscope for the Kolling Institute. This investment further enhances a growing microscopy capability at the Kolling Institute, building on recent grant successes in this area. This capability includes new grants secured by Professor Molloy for a laser capture microscope funded through the Ian Potter Foundation and a Digital Spatial Profiler resulting from a successful Australian Research Council - Linkage Infrastructure, Equipment and Facilities (LIEF) grant.

Establishment of a new Technical Support Role

In the context of the existing Kolling mass spectrometry facility and the rapid development of foundational and bespoke microscopy capability at the Kolling, NSLHD and the University of Sydney will jointly fund the establishment of a new Technical Support role that will support researchers across both mass spectrometry and microscopy facilities. This position is strategically consistent with the research infrastructure direction that the Kolling has been pursuing for the past three years where quality research equipment is supported at an industry standard level, in a sustainable manner, by high quality technical experts.

Digital Health and Communications

Information, Communication & Technology (ICT)

eMR Comprehensive Care

The eMR Comprehensive Care interim evaluation report and findings were presented to the Implementation Advisory Group (IAG) in August 2022. This report was circulated to key stakeholders on 1 November 2022 and feedback is being collated prior to submission to eHealth NSW.

Following feedback from clinicians, various system enhancements have been developed and were implemented on 29 November 2022. The enhancements address the high priority issues identified. Additional education material was prepared with the Clinical Excellence Commission to support clinical change management across NSLHD.

Planning for phase 2 of the pilot Comprehensive Care Plan implementation is underway. It is expected that the rollout of this solution will assist in greater adoption of the Risk Screening and Assessment solution (phase 1 of the pilot).

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 across all Hospitals in NSLHD throughout August and November 2022. High attendance by clinical staff at training sessions was instrumental to a successful rollout.

Medical Handover Tool

Work continues 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, streamlining into a one-screen solution as opposed to the current system. The tool will comply with NSW Health Policy Directive *Clinical Handover*.

Engage Outpatients

The Engage Outpatients Program will deliver a state-wide platform for electronic delivery of referrals from General Practitioners to outpatient clinics and management of these referrals in a secure, efficient and patient-centric way. The initial version of the platform has been piloted at two Local Health District's - Sydney LHD and Northern NSW LHD.

An expression of interest has been completed for Royal North Shore Hospital and final scoping of in-scope clinics is underway. The solution will be implemented in the in-scope clinics in the first half of 2023.

Implementation of MOSAIQ system for Cancer Services

Hornsby Ku-ring-gai Hospital Stage 2A redevelopment aims to transition cancer services currently delivered to public patients at the Sydney Adventist Hospital to instead be delivered at Hornsby. This project aims to provide an electronic solution (MOSAIQ) for the delivery of cancer services in a "Hub and Spoke" model with the already established RNSH service. This service will provide LHD/Network driven care.

Microsoft 365 Program / Digital Workspaces Project

NSLHD Modern Intranet Upgrade

To ensure the new intranet is designed to meet the needs of staff, a survey was conducted with 348 respondents. In addition, staff focus groups are scheduled for late-November through to December 2022. The analysis from the survey, focus groups and pilot site transitions will inform the overall site design, broader transition strategy and plan.

Microsoft Teams

The Project now focusses on supporting the adoption of Microsoft Teams and maximising the benefits of this platform for the daily running of units and services with the use of applications such as teams chat and the state-wide Med Sync App, to share images with colleagues securely.

State-wide Data Centre Reform (SwDCR)

The aim of the SwDCR project is to migrate 25% of on-premises IT applications and servers to Cloud infrastructure operated as part of the NSW Government Data Centres by 2023, in compliance with government mandates. NSLHD is on track to achieve this objective, with 46% of applications and 22% of servers successfully migrated to the Cloud. This represents an increase of 13% and 6% respectively, over the previous reporting period.

Network Strategy

ICT is continuing discussions with eHealth and key vendors, regarding the future of NSLHD's network infrastructure. NSLHD is a member of the revised State Health Grade Enterprise Network (HGEN) Committee, being led by eHealth. This Committee will build on the lessons learnt from the initial HGEN pilot and further LHD discussions.

ICT's Network Communications team have provided eHealth with reports of the network infrastructure, as part of their State-wide network hardware assessment. The assessment is intended to inform eHealth's options for the revised HGEN approach.

Cyber Security

The team is continuing to work with eHealth to ensure alignment of local initiatives with the state-wide programs including the Essential Eight maturity uplift.

Upcoming planned Cyber Security activities:

- Continue to grow the Cyber Culture through cyber awareness training, communications and executive tabletop exercises.
- Further development of the Cyber Security Communications Plan focused on the importance of cyber security in our everyday lives and in the workplace.

NSLHD Communications

Internal Communications

- Chief Executive video broadcast on 16 days of activism against gender-based violence
- Chief Executive updates on:
 - COVID-19 healthcare worker isolation requirements
 - COVID-19 in hospitals and Amber alert status
 - COVID-19 update
 - NSW Health Award finalists
 - People Matter Employee Survey Results
 - International Day of People with a Disability
 - NSLHD Annual Public Meeting 2022
- Two NSLHD Newsletters published

External Communications

- Channel 9 featured Professor Sarah Glastras discussing GLP1RA therapies for diabetes, insulin resistance and weight management.
- Media holding statement prepared on NSW Bureau of Health Information's quarterly report on hospitals' performance.
- Media statement issued to The Mosman Daily on security initiatives at RNSH.

Social Media

Platform	December 2022	% Change from November 2022
Facebook	40,878 followers	↑ 0.1% (40,821 followers)
LinkedIn	12,493 followers	↑ 1.5% (12,313 followers)
Instagram	830 followers	↑ 1.8% (815 followers)
Twitter	2,242 followers	↓ 0.3% (2,249 followers)

Projects

- Planning for International Day of People with Disability staff webinar and communications
- Coordinated design and production of COVID-19 promotional material
- Assisted People and Culture with the production of videos for recruitment marketing
- Produced November staff newsletter for the Ryde Hospital redevelopment.
- Working with the Mona Vale Hospital team on a media opportunity with the Manly Observer in December to showcase palliative care.
- Progress on NSLHD Honour Roll, design, website and video
- Supported preparations for NSLHD Drug and Alcohol move into new building event
- Finalised production of NSLHD Year in Review publication
- Organised a CE video message for 16 Days of Activism Against Violence to Women and Girls
- Supported Advancing Women in Medical Leadership event planning
- Worked with NSLHD People and Culture on employee proposition branding
- Preparations for the 2022 Annual Public Meeting
- Co-ordinated media training for executive staff
- Supported vector borne diseases research with communications
- Ongoing website design and updates including a showcase of new Cancer Services website
- Continuing communication support for the Ryde Hospital Redevelopment project
- Supporting the communication and promotion of Child Protection Week, including filming
- 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

Upcoming Events

- Allied Health Symposium (Date TBC)
- Ribbon Cutting Adult Youth Adolescent Hospice – (16 December)
- NSLHD Drug and Alcohol new accommodation morning tea (17 January 2023)

Philanthropy

NORTH Foundation Update

Brochures introducing the NORTH Foundation titled '*About NORTH Foundation*' has been distributed across NSLHD.

A total of \$120K has been raised for the NORTH Foundation Christmas Appeal 2022.

The Inaugural NSLHD - NORTH Foundation Strategic Funding Requirements 'themes' Workshop was held on 18 November. Initial discussion was held of aspirational ideas for specific facility/service/department/area, aligned with NSLHD's Strategic Plan 2022-2027 and other relevant NSLHD related documents (e.g. St Leonards Health Education and Research Precinct Plan). The next steps include narrowing down on funding themes and priorities for the next few years.

A handwritten signature in black ink, appearing to read 'Lee Gregory', with a stylized, flowing script.

Lee Gregory
Acting Chief Executive

Date: 8 December 2022