



Acting Chief Executive's Board Report

November 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 (September 2022)

In September 2022, there were 17,747 presentations to NSLHD Emergency Departments, an increase of 4% (727 presentations) when compared to September 2021.

Emergency Treatment Performance (ETP) for NSLHD was 58% in September 2022 against the overall target of 81%. This demonstrates a decrease of 3% when compared to September 2021 (61).

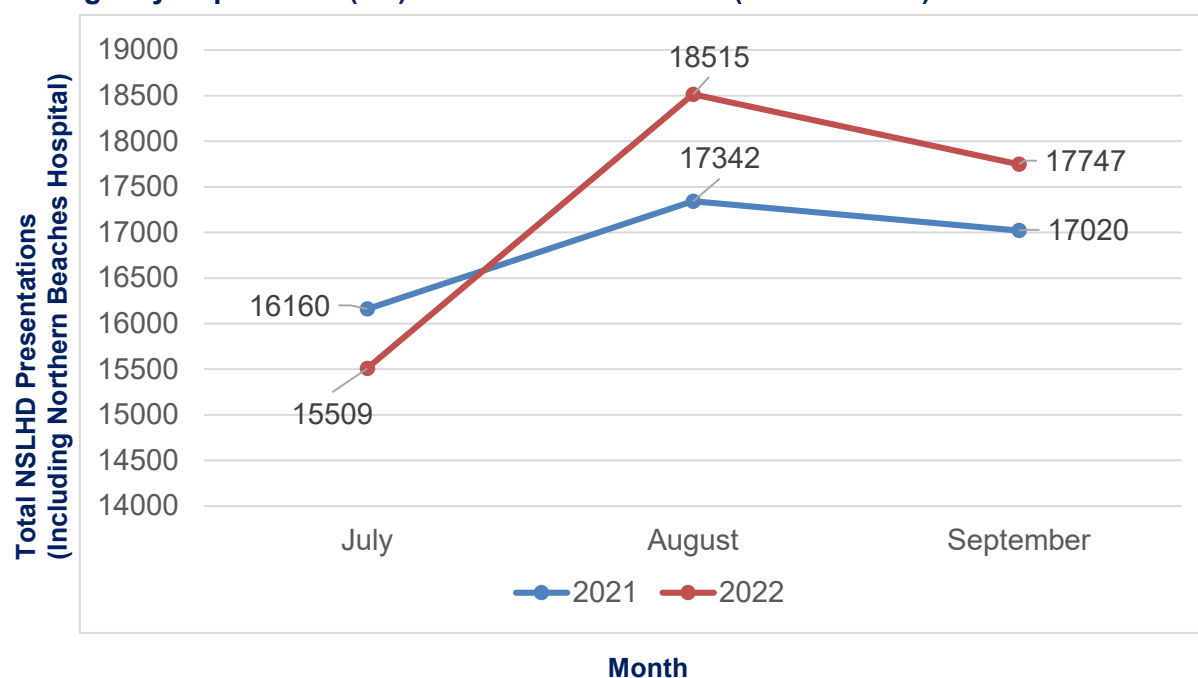
Overall Transfer of Care (ToC) for NSLHD was 89% in September 2022 against the target of 90%.

NSLHD had 596 patients overdue for elective surgery as at the end of September 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. At the start of the financial year NSLHD had 642 patients overdue for elective surgery.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations September 2022		% Change from September 2021
RNSH	6,614 presentations	↓	-3%
HKH	3,695 presentations	↑	13%
Ryde	2,349 presentations	↑	11%
NBH	5,089 presentations	↓	-15%

Emergency Department (ED) Presentations Results (Total NSLHD)



Transfer of Care (ToC) Results

Overall ToC for NSLHD was 89% in September 2022 against the target of **90%**.

Hospital	ToC September 2022		% Increase/Decrease from September 2021
RNSH	78%	↓	-13%
HKH	94%	↑	3%
Ryde	97%	↑	11%
NBH	97%	↓	-1%

Emergency Department 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%	83%	79%	78%	92%
RNSH	100%	68%	78%	75%	93%
HKH	100%	87%	85%	81%	93%
Ryde	100%	92%	77%	81%	90%
NBH	100%	88%	78%	76%	94%

NSLHD Elective Surgery Access Performance (ESAP) Combined Results

	Target	September 2022
Category 1	100%	99%
Category 2	97%	80%
Category 3	97%	66%

NSLHD ESAP results (including Northern Beaches Hospital) directly reflects the impacts of the COVID-19 pandemic and targeted approach in treating those patients who have exceeded their clinical urgency priority timeframes. A number of strategies are in place to ensure patients continue to receive timely access to elective surgery. In September 2022, an increase in Category 3 performance (66%) compared to August 2022 (61%) was achieved.

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

Hospital	Target	September 2022
RNSH	5.50	5.31
HKH	4.20	4.55
Ryde	4.00	5.35

Legend

● Hospital on or above target

Financial Performance

General Fund

Overview

In October 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$5.1M (-3.7%) unfavourable, and \$24.1M (-4.3%) 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 \$1.46M unfavourable for October 2022 and \$5.2M (-0.92%) unfavourable year to date.

NSLHD and each Hospital and Service are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial sustainability. As at October 2022, \$8.6M worth of EIPs have been submitted to the Ministry of Health, of this \$5.5M were revenue EIPs.

Total Expenses

In October 2022, NSLHD recorded \$2.7M (-0.42%) unfavourable year to date total expense after adjusting for the impact of COVID-19.

Overall year to date COVID-19 expenses is \$18.3M, which is mainly comprised of COVID-19 clinics, testing, vaccinations and outsourced patient services activities.

NSLHD is forecasting a balanced expense budget for the Full Year after adjusting for the impact of the COVID-19 response.

Revenue

In October 2022, NSLHD recorded \$2.3M (-2.5%) unfavourable year to date. The Full year Revenue forecast for the District is expected to be \$15.0m unfavourable.

Other item/s

As at October 2022, the NSLHD general fund bank account balance was \$6.6M.

Safety and Quality Indicators

Safety and Quality (October 2022)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.5	0.5		≤ 1.0	0.4	0.6
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
Mental Health: Readmissions within 28 Days ¹		≤ 13.0%	7.0%	6.0%		≤ 13.0%	10.4%	2.6%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	87%	11.5%		≥ 75%	85%	10.5%
Unplanned Hospital Readmissions [#]		≤5.4%	6.9%	1.5%		≤6.6%	6.1%	-0.5%

¹Data 2 month delay

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

Clinical Care and Improvement

Clinical Governance and Patient Experience

National Clinical Trials Governance Framework

Dr Sadia Mahboob was recently appointed as Quality Manager, Clinical Trials, NSLHD. The Quality Manager role was established to implement the National Clinical Trials Governance Framework in NSLHD, which has a three-year adoption timeframe.

NSLHD Consumer Forum 2022 Report

A report is being developed to summarise feedback raised during the NSLHD Consumer Forum 2022, including information related to the key themes discussed (improving communication, feeling valued, proactive engagement and increasing awareness). The report will include strategies aligned to the Partnering with Consumer Framework 2021-2026, the Clinical Governance Framework 2022-2025 and NSLHD Strategic Plan 2022-2027.

District Drug and Therapeutic Committee and NSW Health Formulary

The NSW Medicines State Formulary is a list of medicines and other therapeutic agents that have been approved for use within NSW public hospitals and health services. The Formulary and associated governance aims to support optimum clinical governance and better value health care. The staged implementation for the NSW Medicines State Formulary is to commence from January 2023. A NSLHD Advisory group convened in July 2022 to help oversee and implement the NSW state formulary and establish a new district Drug and Therapeutics Committee.

A NSLHD Advisory Group continues to meet fortnightly to provide governance and support across the District in preparation for the implementation of the Formulary. All NSLHD Hospitals have completed a gap analysis against the NSW State Formulary, a crucial first step towards achieving the requirements for implementation. This involved mapping 20 lists of new formulary medications by speciality with those currently stocked. NSLHD is leading the state in this preparation.

Wound Care Tissue Analytics Trial

The first Tissue Analytics education program for clinicians is scheduled for mid-November 2022. The Tissue Analytics application uses pictures of wounds to measure the wound size and tissue composition, and tracks the progress of wound healing. This gives capacity for remote treatment advice and planning.

Safety and Quality Essentials Pathway

The Safety and Quality Essentials Pathway inaugural Applied Safety and Quality (12-month, Adept) Program is currently selecting applicants from across the District. The program will aim to systematically build capability and capacity for patient safety and quality improvement across NSLHD, and will commence in February 2023.

Voluntary Assisted Dying Implementation

Recruitment is underway for the role of Clinical Lead, Voluntary Assisted Dying Implementation. The role will provide high-level specialist expertise and senior medical leadership in relation to the implementation of the Voluntary Assisted Dying Act 2022 in NSW. The clinical lead will work collaboratively with the Voluntary Assisted Dying Implementation Team within the Ministry of Health and other key implementation partners, and lead the development of key clinical elements critical to implementation and state-wide clinical stakeholder engagement.

Health Catalyst and Early Recovery After Surgery (ERAS)

The Clinical Governance and Patient Experience Unit, the Performance and Analytics Unit and Royal North Shore Hospital are collaborating with Health Catalyst (a US-based

organisation providing data and analytics technology and services to healthcare organisations to drive measurable, data-informed healthcare improvement) in a trial aimed at demonstrating whether the Health Catalyst business and improvement model can work in the Australian healthcare context. The trial utilises data extracted from the electronic medical record Data-Lake to guide diagnostics and monitor progress. The trial will focus on cardiothoracic surgery at Royal North Shore Hospital and the introduction of ERAS to support better care and outcomes for cardiothoracic surgery patients.

Clinical Network Monthly Highlight

Surgery and Anaesthesia Network

The Surgery and Anaesthesia Clinical Network is responsible for supporting Hospitals in the delivery of surgery, the provision of anaesthesia services, and the efficient use of operating theatres and other associated resources. The Network plays a key role in improving access to reliable, validated activity data to support continuous improvement in the quality and safety of patient care and to assist surgical services and Hospitals to measure and monitor performance against NSW Health targets and other locally agreed indicators.

The structure and governance of the Network is currently undergoing a review to support the further development and identification of the speciality streams to ensure alignment to optimal care. Key priority initiatives for the Network include development of a district wide model of care for perioperative medicine, day surgery (particularly laparoscopic cholecystectomy and hernia planned surgery) enhancements and the Early Recovery After Surgery (ERAS) initiative for colorectal and cardiothoracic surgery.

Surgical Access

The NSLHD Surgical Access Manager continues to work with Hospitals to further reduce the number of overdue patients across the District, with a number of key strategies underway, including:

- The Ministry of Health State Private Provider contracts have now been finalised, and the NSLHD Contracts Management team have been engaged to establish additional partnerships, with the intent of providing additional access to overdue patients. Since 2020, over 900 NSLHD patients have received their elective surgery under these agreements. Patients within scope and clinically appropriate, continue to be treated under Private Hospital agreements wherever possible.
- The NSLHD Robotic Assisted Surgery Program has expanded to include multiple specialty cohorts. A total of 26 patients have participated in the program.
- NSLHD was selected to pilot the State-wide Demand and Capacity Tool and electronic Recommendation for Admission (eRFA) Portal. Sprint 1 for the Surgery Demand and Capacity Dashboard project commenced in August 2022 with rollout due for completion by the end of 2022. Work on the eRFA Portal is due to commence in early 2023.

Integrated Care

HealthPathways

Associate Professor Fiona Robinson has resigned as General Practitioner Clinical Lead, Sydney North Health Network (SNHN). Associate Professor Robinson made a significant contribution to HealthPathways across SNHN and NSLHD during her 6 years in the role. Recruitment for a new General Practitioner Clinical Lead is underway.

There are currently 84 pathways being reviewed and 25 localisations in progress, including a complex Melanoma pathway development in partnership with the NSLHD Cancer Network, Sydney Local Health District HealthPathways and the Melanoma Institute of Australia.

Collaborative Commissioning

NSLHD is currently expanding the capacity of our Rapid Response teams with \$2M of government funding being invested into 1-year and 3-year contracts. Pathways to NSW Ambulance are being finalised and a single phone number for paramedic use has been created.

NSLHD is working with the Ministry of Health and Commonwealth to establish how the Commonwealth can contribute to funding a virtual care program and support value-based care models.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

Mental Health Month 2022

During October, Mental Health Month was recognised across NSLHD with a range of morning teas, afternoon teas, forums and stalls. Mental Health Month is celebrated annually to encourage everyone to think about their mental health and wellbeing.

In NSW, Way Ahead – Mental Health Association NSW run the Mental Health Matters Awards to recognise the outstanding achievements of individuals, groups and organisations to improve general mental health in NSW communities. The MHDA ‘Need a Lift’ youth photography competition won the Mental Health Matters Youth Award for 2022. The Award recognises excellence and/or innovation in programs, projects or initiatives that have focused their efforts on prevention and early intervention in young people. The winning prize was an engraved award plaquette and \$1000.

Primary & Community Health (PACH)

Transitional Aged Care Programme

The Ministry of Health Aged Care Unit (ACU) has implemented a project to address recommendations of the Australian Government’s Review of Transitional Aged Care Programme. The Commonwealth Department of Health and Aged Care is working with NSLHD and the Ministry of Health ACU to deliver against tasks required to support this project. Areas of focus include data and workforce, occupancy, finance and contracts, care planning and consumer reported measures, and standard operating procedures.

Aboriginal and Torres Strait Islander Health Service

Australasian Professional Society on Alcohol and other Drugs (APSAD) Conference

Adjunct Associate Professor Peter Shine, Director Aboriginal and Torres Strait Islander Health Service recently attended the Australasian Professional Society on Alcohol and other Drugs (APSAD) Conference at the Darwin Convention Centre as a co-presenting author on the AusMAP study: A protocol for a randomised, controlled feasibility study of a managed alcohol program in Australia.

NSLHD Aboriginal and Torres Strait Islander Women’s Health & Wellness Day

The Aboriginal and Torres Strait Islander Health Service will be recommencing the NSLHD Aboriginal & Torres Strait Islander Women’s Health and Wellness Day after suspending the bi-annual event during COVID-19. The Day will be held on 9 November 2022 at Hornsby Kuring-gai Hospital.

Health Services Planning

NSLHD Clinical Services Plan 2023-2028

Health Services Planning recently presented an overview of proposed planning processes for the NSLHD Clinical Services Plan 2023-2028 at the November NSLHD Clinical and Quality Council Meeting. Goals, timeframes, priority areas, governance and development processes, and the project scope were discussed. An Executive Steering Committee will be established to provide oversight of the planning process, advise on major issues that arise during the planning process and provide direction for planning decisions that have LHD wide implications. It is anticipated that the first Clinical Services Plan Executive Steering Committee meeting will be held in early December 2022. The Planning Team is scheduling preliminary consultative

meetings with clinical and community/consumer groups, and other key stakeholders between now and December 2022.

Counter Disaster

Adult and Young Adolescent Hospice Preparations

In readiness for the commissioning of the Adult and Young Adolescent Hospice, a number of emergency plans have been drafted in line with the building emergency infrastructure.

Music Festivals

Planning for the 2022-2023 Music Festival season has commenced. As a part of the Development Application for music events, Local Health Districts are required to review event plans related to the provision medical care. At this stage, Districts are not required to deploy medical teams, with private event medical team providers servicing the events.

Our Staff

People and Culture

2022 People Matter Employee Survey (PMES) Results

The 2022 PMES results were released on 11 October 2022. Individual service based reports have been disseminated to the relevant executive teams with a request to begin preparing action plans on the 2022 results. People and Culture will support executive teams to consult with frontline workers on the results and develop robust and meaningful action plans.

Fitness Passport

The annual Fitness Passport member survey was open to NSLHD members during July 2022. In response to the survey results, more than 100 new facilities were added to the NSLHD Fitness Passport program in October 2022.

Women in Medical Leadership Conference 2023

Preliminary planning has commenced for the inaugural NSLHD Women in Medical Leadership Conference, which will be held in early 2023, to celebrate and showcase female medical achievements and leadership in health, facilitate networking and highlight leadership pathways and development opportunities. This initiative arose as part of the larger Advancing Women in Medical Leadership body of work being undertaken.

Assistance with Flood Response

NSLHD deployed three clinical staff members to Murrumbidgee Local Health District in October to assist with the flood response.

National Safe Work Month

October was National Safe Work Month. SafeWork Australia set four weekly themes including injuries at work, Mental health, Managing Work Health and Safety risks and preventing harm and safe and health work for all. NSLHD managers were encouraged to host a ‘SafeTea’ team huddle, to discuss work health and safety matters, or to incorporate Safe Work Month into their regular team meetings.

Nursing and Midwifery

Policies and Procedures

In partnership with the Agency for Clinical Innovation and the Clinical Governance and Patient Experience Unit, the Nursing and Midwifery Directorate have commenced a review of the Nasogastric Tube Management of Procedure to ensure alignment to both the Ministry of Health and Agency for Clinical Innovation guidelines.

Nursing and Midwifery Operational Plan

The Nursing and Midwifery Directorate have scheduled an Operational Planning Workshop to develop an Operational Plan aligned to the NSLHD Strategic Plan 2022-2027. This will be a live document for use over a five year term and will guide excellence in nursing and midwifery practice in NSLHD.

COVID-19 Testing and Screening

During October 2022, the COVID-19 Response Team experienced a decrease in the number of PCR tests conducted (2,253 tests) in comparison to September (4,087 tests). Screening services continue to across the District with discussions underway to reduce services in the lead up to the end of the year.

COVID-19 Community Response Team

To support the patient flow processes during the peak of the COVID-19 pandemic, a Community Response Team was established to assist the Royal North Shore Hospital

Emergency Department. The service has now expanded to fast track other patients home. The hours of service and scope have been expanded across Royal North Shore Hospital wards, 7 days per week. The service also conducts home PCR swabs, blood tests, medication delivery and equipment delivery to our vulnerable community.

Clinical Practice, Quality and Safety

Medication Safety Awareness Week was successfully launched from 17 October 2022 to 21 October 2022 with clinician led presentations, ward visits, posters, stalls and giveaways delivered across Royal North Shore, Hornsby Ku-ring-gai, Ryde, Mona Vale and Macquarie Hospitals.

Nursing and Midwifery Clinical Supervision, Coaching and Mentoring Framework

The Nursing and Midwifery Workforce team, Organisational Development and Capability and People and Culture are working together to develop a Nursing and Midwifery Clinical Supervision, Coaching and Mentoring Framework. This project is in the early stages of development and is anticipated to be launched in early 2024.

Patient Access and Logistic Service (PALS)

HealthShare NSW is undertaking a procurement project for the new fixed-wing non-emergency patient transport service contract. The aim of the project is to implement a new whole-of-state contract with a panel of providers as the current contract expires in May 2023. The PALS Nurse Manager has been invited to represent NSLHD as a key stakeholder.

PALS has partnered with the Nursing and Midwifery Directorate and the Acting Executive Director Operations to undertake a review and redesign of the daily NSLHD Patient Flow Teleconference. The aim of this work is to refine the structure and membership of the teleconference and re-focus discussion on daily patient flow priorities and escalation points to positively impact patient flow and ensure priority outputs are actioned.

Maternal Neonatal and Women’s Health Network

The Ministry of Health have released the Policy Directive: Reducing the effects of smoking and vaping on pregnancy and newborn. The Network Manager Midwifery Practice, has joined the NSW Implementation Working Group for this initiative. 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.

Appointment of Professorial Chair for Mental Health Drug and Alcohol Nursing

Associate Professor Jo River has been appointed as Conjoint Professorial Chair for Mental Health, Drug and Alcohol Nursing and commenced in this role in late September 2022. Associate Professor River is a social scientist with expertise in community development and participatory research in mental health, drug and alcohol and social determinants of health. Associate Professor River is also internationally recognised for their research on the structural determinants of mental health and is a senior researcher within the World Health Organization (WHO) Collaborating Centre, University Technology Sydney.

Nursing and Midwifery Workforce Team

Twice weekly mandatory assessment sessions have been organised which will be accessible for the NSLHD Nursing and Midwifery Casual Pool to assist in the completion of assessments such as Basic Life Support and Manual Handling Practical.

In collaboration with Organisational Development and Capability the Nursing and Midwifery Workforce Team have commenced discussions on the development of Succession Planning Program for all Hospitals and Services. This will assist in strengthening leadership pathways.

Medical Services

Approval and claiming of un-rostered overtime procedure – Junior Medical Officers

The NSLHD Procedure ‘*Approval and claiming of un-rostered overtime procedure – Junior Medical Officers*’ was published in October 2022. The procedure explains how Junior Medical Officers can seek prior approval to work un-rostered overtime, where prior approval is required. The purpose of the procedure is to make it easier for Junior Medical Officers to obtain prior approval for working un-rostered overtime where prior approval is required. An implementation and education plan has been developed in consultation with Hospital Directors of Medical Services to effectively communicate the requirements of the Procedure to all affected stakeholders.

Allied Health

HETI Allied Health Workplace Learning (WPL) Grants

NSLHD Allied Health were successful in gaining four HETI Allied Health Workplace Learning (WPL) Grants for the 2022 Program. The Program aims to provide financial support to groups of Allied Health Professionals and/or Allied Health Assistants seeking to further develop their knowledge and skills through workplace learning opportunities. The WPL is critical in building a capable health workforce through the development of work-specific knowledge and skills. WPL can be formal or informal learning opportunities, activities or events and occur within teams/groups of AHPs and AHAs in the workplace. Successful NSLHD Grants were:

- Balance and Motor Control Workshop, Physiotherapy in collaboration with NSLHD Occupational Therapy and NSLHD Exercise Physiologists
- Schema Therapy Training, Mental Health Intensive Care Unit (MHICU) at Hornsby Ku-ring-gai Hospital
- Responsive Feeding Therapy, NSLHD Child Youth and Family Health
- Improving Allied Health’s engagement with the NDIS, Hornsby Ku-ring-gai Hospital Allied Health Department.

Research and Innovation

Research

NSLHD Strategic Research Workshop

Professor Bruce Robinson AC, Chair of Research, NSLHD will host a second Research Workshop in November with key research leaders from across NSLHD to determine strategic objectives for the refresh of the NSLHD Research Strategy 2019-2024. The first Workshop was well attended and provided significant feedback for the strategic direction of research in NSLHD.

Clinical Trial Management System (CTMS)

The CTMS has launched at NSLHD, and meetings with 30 trials groups, and two training series (one led by the software vendor, one led by the CTMS change managers) has been delivered. The sessions were well attended by NSLHD staff, and several trials groups will enter their first studies into CTMS before Christmas. Use of the system will not become mandatory until 2023, and training and support will be ongoing until then.

Clinical Trials Accreditation

The Quality Manager - Clinical Trials and Manager, Research Strategy attended a full day workshop in October hosted by the Ministry of Health for research managers across NSW to support working towards the National Clinical Trials Governance Framework. The Workshop provided valuable insights into the work happening in preparation for the National Clinical Trials Governance Framework. Two more sessions are planned for February, to minimise duplication of workload, and ensure in the state-wide approach to this accreditation process.

Kolling Institute

National Health and Medical Research Council Investigator Grants

Kolling researchers Professor Carol Pollock and Professor Gemma Figtree have received significant National Health and Medical Research Council Investigator Grants. Both clinician/researchers have been awarded \$2M each to progress their world-leading research and improve long-term patient outcomes. The announcement highlights the experience and expertise at the Kolling Institute, with Professors Pollock and Figtree joint leaders in our Cardiovascular and Renal Priority Research Area. Professor Figtree’s research will investigate innovative solutions to reduce heart attacks for those without the typical risk factors. Professor Carol Pollock’s program of research will work to reduce the personal and societal impact of kidney disease.

Fellow of International Orthopaedic Research

Kolling researcher Professor Chris Little has received a highly coveted award for his outstanding commitment to orthopaedic research. Professor Little has been elected a Fellow of International Orthopaedic Research at a key international conference in Edinburgh, Scotland. The award is only presented every three years, with around 20 people across the globe receiving the accolade.

Australian Academy of Health and Medical Sciences Fellow

Kolling researcher Professor Sarah Hilmer has been elected a Fellow of the prestigious Australian Academy of Health and Medical Sciences. Professor Hilmer is part of a select group of researchers who have been admitted to the academy, which works to advance health and medical research across Australia. She has joined the highly-respected organisation in recognition of her important contribution to healthcare and research.

New Cryostat Machine

Kolling Institute researchers have been successful in securing a University of Sydney grant to fund the purchase of a new cryostat machine for the preparation of tissue samples at very low temperatures. This instrument will support research teams from across the Kolling Institute and help to assist research progress and impact.

Digital Health and Communications

Information, Communication & Technology (ICT)

eMR Comprehensive Care

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 (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 at Hornsby Ku-ring-gai and Mona Vale Hospitals in August 2022 and at Ryde Hospital in September 2022.

Change management and training activities are underway at Royal North Shore Hospital where the solution will be implemented on 8 November 2022. A high percentage of training figures have been achieved for Nursing staff (81%). JMO training figures are currently at 42%. Work is underway to increase JMO awareness and provide increased options for training.

Engage Outpatients

The Engage Outpatients (EO) Program will deliver a state-wide platform for electronic delivery of referrals from GPs to outpatient clinics and management of these referrals in a secure, efficient and patient-centric fashion. The initial version of the platform has been piloted at two Local Health Districts - Sydney LHD and Northern NSW LHD. An expression of interest has been completed for Royal North Shore Hospital and final scoping of clinics in scope is underway. The solution will be implemented in the in-scope clinics in the first half of 2023.

Microsoft 365 Digital Workspaces Project

Microsoft Teams

The Project now focusses on supporting the adoption of Microsoft Teams as NSLHD’s core collaboration space with supporting artefacts developed, tested and refined during a pilot phase, the continuing engagement of Nursing and Midwifery Directorates to support a pilot of ‘Organisational Teams’ adoption and engagement of additional organisational units in the pilot of ‘Organisational Teams’ adoption (kick-off planning workshop), including:

- NSLHD Finance and Corporate Services
- NSLHD Ryde Hospital Executive.

Modern Workspaces

Currently targeting end-2022 for deployment/upgrade of Office 365 on all eligible NSLHD devices (excluding kiosk devices and TRIM users) and progressing upgrade scheduling, communications planning, training and education development.

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 30 June 2023. NSLHD is on track to achieve this objective, with 33% of applications and 16% of servers successfully migrated to the Cloud. A new SQL Specialist position within the Server Operations team has been successfully filled, to assist with the migration of SQL/database-driven applications.

Legacy PABX System at Ryde

The Ryde PABX (telephony) system was successfully decommissioned in October, after the migration of all site handsets to Cisco VoIP. This has reduced the risk profile due to the age of the old PABX system (25 years).

Cyber Security

The Cyber Security Team has distributed additional communications during October to support Cyber Security Awareness month. 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 include:

- The continued growth of 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 as well as in the workplace.

NSLHD Communications

Internal Media

- Interim Chief Executive email broadcasts distributed:
 - NORTH Foundation Grant Program
 - Allied Health Practitioner Day
 - COVID-19 updates on visitor restrictions and changes to isolation
- Two NSLHD newsletters distributed.

Social Media

- Promotion of Kolling Institute researchers presenting at international congress
- Promotion of Professor Sarah Hilmer who was elected to prestigious Academy of Health and Medical Sciences
- Promotion of NSLHD Net Zero Leads establishment and planetary health aims
- Promotion of official opening of Hornsby Ku-ring-gai Hospital
- Profile on Professors Carol Pollock and Gemma Figtree who have both received significant National Health and Medical Research Council Investigator Grants to progress kidney and heart disease research.

Platform	November 2022	% Change from October 2022
Facebook	40,821 followers	↑ 0.2% (40,745 followers)
LinkedIn	12,312 followers	↑ 1.3% (12,146 followers)
Instagram	815 followers	↑ 2.7% (793 followers)
Twitter	2,249 followers	↑ 0% (2,249 followers)

External media

- Channel 9 and 10 news reported on Hornsby Ku-ring-gai Hospital’s official opening.
- North Shore Times and Mosman Daily reported on NSLHD’s Net Zero Leads and interviewed Dr Penelope Hodges on her new role.
- Media statement issued to Pittwater Life on dental services at Mona Vale Hospital.
- The Medical Republic published an article on Professor David Hunter who discussed initiating treatment for osteoarthritis without radiography confirmation of the disease.

Upcoming events

- Let’s Talk about Voices launch – 7 November 2022
- NSLHD Exceptional People Awards – 29 November 2022
- NSW Health Awards – 1 December 2022
- NSLHD Annual Public Meeting – 2 December 2022

Projects

- Started planning for an event at Manly Adolescent and Young Adult Hospice
- Co-ordinated corporate photography for maternity services website
- Organised official opening of Hornsby Ku-ring-gai Hospital
- Progress on NSLHD Honour Boards
- Supported the launch of MHDA’s Let’s Talk about Voices launch
- Co-ordinated the design and publication of NSLHD’s Year in Review
- Organisation of Annual Public Meeting
- Co-ordinated media training for staff
- Ongoing website design and updates
- Supporting vector borne diseases research with communications
- Assisting Hornsby Hospital with promotion of new facility to local GPs
- Worked with orthotics on potential media story on initiative for burns
- 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
- Promotion of the Kidney Health Australia Big Red Kidney Bus Launch
- Assisted with the promotion of STEPTember across NSLHD
- Assisted Ministry of Health with a photo of the RNSH Emergency Department for promotion of Emergency Nurses Day
- Promotion of Integrity in Research event and new Kolling Institute events
- Stock photography for Cancer Centre website and Year in Review
- Developed Kolling Institute newsletter
- Promotion of Northern Health Precinct Research Showcase and associated collateral.

Philanthropy

NORTH Foundation

NORTH Foundation Development Committee Update

Two new members recently joined the Development Committee - Elle McGlynn and Christie Newbon. Elle is an Associate Partner at SenateSHJ, one of Australasia’s most successful independent communication consultancies. Christie is the Chief Executive Officer of the Arterial Group, specialising in pharmaceutical and healthcare communications. Christie works with the world’s top healthcare and pharmaceutical brands to develop integrated multi-channel communication campaigns that create powerful customer connections and drive sales growth.

Grants Program Update

The NSLHD and NORTH Foundation Grants Program – Round 3: Research was opened during October. The Grants program is a joint initiative offered to NSLHD staff to provide access to untied donations for philanthropic purposes. Eligible grant activities included clinical and laboratory needs, research enablers (e.g. data/analysts) and early career researchers/fellowships. An independent research panel are currently reviewing all applications before going to the Funding Advisory Committee. Announcement of the successful applicants will be made in December 2022.

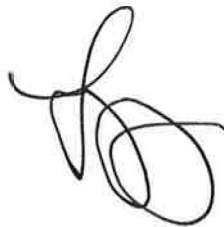
Executive Updates

Appointment of Clinical Network Director, Maternal Neonatal and Women's Health Network

Dr David Jollow has been appointed to the role of Maternal Neonatal and Women's Health Network. In addition to practicing at Hornsby Ku-ring-gai and Sydney Adventist Hospital, Dr Jollow is the Director Women's Health at Northern Beaches Hospital. Dr Jollow brings a wealth of experience to the role, having held key positions within the District including being a former Chair to the Medical Staff Executive Council.

Appointment of Clinical Network Director, Chronic and Complex Medicine Network

Dr Amanda Mather has been appointed to the role of Chronic and Complex Medicine Network. Dr Mather is a highly respected nephrologist and Head of Department, Renal Medicine at Royal North Shore Hospital. Dr Mather has worked within the District for almost 25 years and has extensive research, teaching and leadership experience.



Lee Gregory
Acting Chief Executive

Date: 8.11.22