



Chief Executive's Board Report

October 2023

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CHIEF EXECUTIVE

NSLHD Overall Performance (August 2023)

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

Emergency Department (ED) Presentations Results (By Hospital)

In August 2023, there were 18,372 presentations to NSLHD Emergency Departments, a decrease of 0.5% (18,467 presentations) when compared to August 2022.

Hospital	ED Presentations August 2023		Change from August 2022
RNSH	7,228 presentations	↑	6.8% increase
HKH	4,060 presentations	↑	4.5% increase
Ryde	2,325 presentations	↓	2.7% decrease
NBH	4,759 presentations	↓	13.4% decrease
TOTAL	18,372 presentations	↓	0.5% decrease

Emergency Department (ED) Presentations Results (Total NSLHD)



Emergency Treatment Performance (ETP) Results

Emergency Treatment Performance (ETP) for NSLHD was 55.2% in August 2023 against the overall target of 81%. This demonstrates a decrease of 1.2% when compared to August 2022 (56.4%).

Hospital	ETP August 2023		Change from August 2022
RNSH	50%	↑	6% increase (44%)
HKH	67%		No change
Ryde	64%	↓	11% decrease (75%)
NBH	49%	↓	7% decrease (56%)

Transfer of Care (ToC) Results

Overall Transfer of Care (ToC) for NSLHD was 88% in August 2023 against the target of 90%.

Hospital	ToC August 2023		Change from August 2022
RNSH	81%	↑	2% increase
HKH	90%	↓	3% increase
Ryde	98%	↓	1% decrease
NBH	92%	↓	6% decrease

ED Triage Results

Hospital	Triage Category Results				
	Category 1 (target 100%)	Category 2 (target 95%)	Category 3 (target 85%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	100%	86%	79%	77%	91%
RNSH	100%	81%	77%	74%	92%
HKH	100%	89%	77%	77%	96%
Ryde	100%	92%	90%	87%	86%
NBH	100%	81%	71%	71%	91%

Elective Surgery Access Performance (ESAP) Combined NSLHD Results

NSLHD has 344 patients overdue for elective surgery as at the end of August 2023. The District is on track to achieve no overdue surgical patients by 31 December 2023.

	Target	August 2023
Category 1	0	0
Category 2	0	107
Category 3	0	237

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

Hospital	Target	August 2023
RNSH	5.33	5.33
HKH	4.51	4.30
Ryde	4.37	5.52

● Hospital on or above target

Financial Performance

Overview

The District’s Net Cost of Service (NCOS) for September 2023 was \$1.19m (-1.2%) unfavourable, resulting in \$11.59m (-3.9%) unfavourable position YTD. This unfavourable position incorporates costs associated with the higher level of activity, increased overtime costs, increase utility charges and CPI adjusted price increase for consumables. NSLHD is currently facilitating and providing support to each hospital and service to develop and execute Efficiency Improvement Plans (EIPs).

Total Expenses

Total expenses were \$0.74M (-0.42%) unfavourable for the month and \$12.45M (-2.38%) unfavourable YTD. The un-favourability for the month is being driven by FTE and G&S costs mainly at RNSH and Hornsby due to clinical activity and expenses related to VAD state-wide services. The District will remain vigilant to limit financial pressures as FTE levels and activity returns to pre-pandemic levels. NSLHD Finance will continue to direct effort to EIPs and engage with each service to reduce this deficit throughout the financial year. An EIP Taskforce has been established chaired by the CE with the Executive Director of Finance & Corporate Services and the Executive Director of Operations working with General Managers and Service Directors to ensure EIP targets are achieved. \$4.06m of EIPs have thus far been submitted to the Ministry, with several additional plans being finalised.

Revenue

Total NSLHD own sources revenue is \$2.28m (0.99%) favourable YTD, a result that is exceeding expectations, due in part to several intrahealth revenue and external user charges. However, meeting the overall revenue target will continue to present as a challenge to the District and in response, the District’s Revenue team in conjunction with facility based finance teams will lead various revenue generating initiatives such as increasing private health insurance conversions, improvements in staff specialist billings and improving ineligible patient billings.

Other item/s

The end of September 2023 general fund bank account balance held at Westpac was \$6.1m. Under the Ministry of Health Cash Management Reform initiative, all Health Entity’s outgoing payments are paid centrally by HealthShare. The Ministry of Health sweep Health Entity’s general fund bank account to zero on a fortnightly basis.

Safety and Quality Indicators

Safety and Quality (September 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.0	1.0		≤ 1.0	0.6	0.4
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%	11.8%	1.2%		≤ 13.0%	11.8%	1.2%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	83%	8.0%		≥ 75%	83%	8.0%
Unplanned Hospital Readmissions ^{#2}		5.7%	6.3%	-0.6%		5.8%	6.0%	-0.2

¹Data 2 month delay

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

²Strategies to mitigate unplanned hospital readmissions include improved integration and access to Hospital in the Home, Virtual Care Services, and greater engagement with the Sydney North Health Network to facilitate improved access to primary care services, preventing and reducing the need for readmission to hospital. NSLHD Medical Services has increased collaboration with site Directors of Medical Services to better engage and understand site-specific readmission rates with the relevant clinical Head of Departments and Quality and Safety Managers.

Clinical Care and Improvement

Clinical Governance and Patient Experience

Consumer Engagement

The inaugural NSLHD Safety and Quality Staff and Consumer Forum took place on Wednesday 4th October 2023. The event provided the opportunity for NSLHD staff, consumers, safety and quality experts and healthcare leaders to meet and discuss new directions and initiatives in patient safety that elevate NSLHD’s ongoing commitment to partnering with consumers. An interactive panel of NSLHD consumers and staff engaged in discussions, sharing their experiences and reflections on the health system. Thank you to Board Directors for their attendance in support of the Forum and special acknowledgement to our Board Director Adam Johnston for acting as MC for the event.

NSLHD Safety and Quality Account 2023

The NSLHD Safety and Quality Account 2023 (the Account) highlights achievements against planned safety and quality initiatives for the 2022/2023 financial year, future priorities for 2023/2024, and demonstrates NSLHD’s commitment to safety and quality for patients, families, staff, and the community.

The Account was developed in collaboration with NSLHD staff and consumers from the very early stages of development. The Account is in its final stages of development and will be published on the NSLHD website in October following endorsement by the NSLHD Board.

Informed by the Account, a video is being produced to highlight NSLHD’s achievements in safety and quality over the last financial year. Consideration has been given to our community’s diverse communication and access needs, with translated versions being produced in the most common languages spoken in our community.

Short Notice Assessment Preparation

The development of the NSLHD Accreditation Portal is progressing, with positive feedback received from continues to progress, receiving positive feedback from local Australian Council on Healthcare Standards (ACHS) assessors.

‘Estimations of completions’ are currently being completed for *Standard 6: Communicating for Safety* and *Standard 8: Recognising and Responding to Acute Deterioration*.

Integrated Care

Collaborative Commissioning and Urgent Care Services

Recruitment for the Geriatric Outreach Service is progressing to expand the service’s hours to 8am to 8pm, 7 days per week. Recruiting GPs and their patients into the Collaborative Commissioning program is progressing with a number of strategies being implemented to increase GP engagement. Barriers to GP engagement include time, fatigue and the absence of integrated systems. Other components of the Collaborative Commissioning initiative remain on track to deliver their target volumes.

Clinical Network Monthly Highlight

NSLHD Children & Young Persons Network

Children and Young People (CYP) Network Achievements in 2022

The Paediatric Hospital in the Home (P-HiTH) service is exceeding performance targets. Currently a quarter of admitted patients are managed under the P-HiTH model of care, improving service efficiencies and maintaining safe and high-quality patient care and outcomes. The NSLHD P-HiTH Team won a NSLHD Exceptional Team Award in 2022.

The Hearing Assessment Programme – Early Ears (HAPEE) developed and implemented in partnership with Hearing Australia has been implemented in NSLHD. This initiative aims to identify hearing loss early and reduce the long-term impacts of ear disease in Aboriginal and Torres Strait Islander children. The service provides safe and simple hearing checks to Aboriginal and Torres Strait Islander children aged 0-6 years and offers ongoing advice and support to families and carers.

The Child and Family Health Team have secured funding to offer Sustained Health Home Visiting to families who require additional support in the first two years of their child's life. This service aims to strengthen relationships between children, parents, and/or carers by building parenting capacity, and enhancing child health, development, and wellbeing.

Achievements of the NSLHD First 2000 Days Implementation Report (2020 – 2025) demonstrate the commitment of health services involved in the care of CYP across the District to ensure all children have the best start in life.

Children and Young People Network Future Priorities

The NSLHD Clinical Services Plan 2023-2028 will address strategic priorities identified in consultation with the CYP Network. Emphasis is placed on improving integrated services for vulnerable populations that include vulnerable families, CYP with mental health needs, complex and chronic health needs and transition services for young people. Priority will continue to be given to reduce the number of children starting school with identified vulnerabilities and improved equitable access to primary and community health services, including a single point of entry.

Research

Royal North Shore Hospital Paediatrics is part of the Children’s Inpatient Research Collaborative of Australia and New Zealand (CIRCAN) group who are running the following trial: *Assessing the Reduction of Recurrent admissions using OM-85 for the treatment of preschool Wheeze (ARROW): a multi-centre, randomised, double-blind, placebo-controlled trial*. This trial will assess the effect of OM-85 in prevention of pre-school wheeze episodes in Australian and New Zealand.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

The *Safe Haven* program, as part of the *Towards Zero Suicide* program commenced operation at Macquarie Hospital on 3 October 2023. The new service operates 7 days per week from 4pm to 8pm and supports young people aged 12 to 17 years. The program aims to provide immediate, personalised, and compassionate care to address underlying factors in their distress and to reduce self-harm, suicide attempts and deaths by suicide.

Primary & Community Health (PACH)

BreastScreen NSW was closed for August, September and October 2021 due to the COVID-19 pandemic. As a result of the closure, there is a high number of women due for their routine rescreen this year. To provide breast screening to these women and reach performance targets, BreastScreen NSW in collaboration with the Northern Sydney Cancer Centre posted over 22,300 letters to women who are due to attend the service. The new screening site at North Ryde has screened 1667 women since opening in July 2023.

Aboriginal and Torres Strait Islander Health Service

Available evidence shows that incentives provided directly to patients are effective when linked to simple procedures such as preventative health checks and screening, such as the 715 health check for Aboriginal and Torres Strait Islander patients.

To encourage mob to take a preventative approach to their health, the Aboriginal and Torres Strait Islander Health Service NSLHD has provided Bungee Bidgel Aboriginal Health Clinic with 715 health check shirts for patients following these appointments.

The Aboriginal and Torres Strait Islander Health Service NSLHD has recently appointed a Registered Nurse, Aboriginal Liaison Officer and an Outreach Worker. All 3 positions will work across the District, supporting and providing a holistic healthcare approach to Aboriginal and Torres Strait Islander health within NSLHD.

Counter Disaster

Summer preparedness activities continue with the District participating in a state-wide health exercise that detailed Health arrangements that addressed active bushfires & heatwave preparedness, response and recovery requirements. This was followed by a familiarisation exercise of the Bushfire Management Plan and local arrangements to support our aged care community. Seasonal bushfire briefings for services such as Hospital in the Home have been developed to ensure staff who are working in the community have a personal safety plan.

Protection and Response to Violence, Abuse and Neglect (PARVAN)

Child Protection Week was acknowledged across the District with a Child Protection Forum hosted by the PARVAN Service. Guest speakers included a lead researcher from the recently released Australian Childhood Maltreatment Study, Carolyn Cousins who spoke on Integrated Trauma Informed Care. PARVAN Paediatrician Paul Hotton presented on Child Sexual Assault and the District’s expanded service response to these clients.

Our Staff

People and Culture

People Matter Employee Survey (PMES) 2023

The Public Service Commission People Matter Employee Survey (PMES) was open between Monday 21 August and Friday 15 September 2023. NSLHD achieved a final participation rate of 44%, which is an increase from 41% in 2022. The 2023 survey results are expected to be received in October. Once received, action plans will be developed and implemented in response to this valuable feedback from our staff.

Recruitment and Selection

The amended NSW Health Recruitment and Selection Policy came into effect as of 5 September 2023. The reviewed policy directive includes a number of positive changes which aim to reflect emerging trends, link to other workforce initiatives and streamline and improve processes.

NSLHD is committed to a continuous pursuit of enhancing recruitment and onboarding processes to optimise both the manager and candidate experience, as well as alleviate recruitment related administrative tasks for clinicians where possible.

Nurses and Midwives’ Award and Wage Negotiations

The 2023 Nurses and Midwives’ Award has been made in the Industrial Relations Commission. The finalisation of the wage negotiations has provided for a 4% increase to salaries and salary-related allowances effective 1 July 2023, as well as a 0.5% increase to superannuation. In addition to a wage increase, six additional condition or other changes have been included in the new award. An Information Bulletin advising of the increases to rates of pay and allowances has been published.

STEPtember

NSLHD participated in STEPtember again in 2023. STEPtember is a fun and inclusive virtual challenge that encourages participants to move 10,000 steps a day to raise money for research, treatment, services and assistive technologies, that support people with cerebral palsy. As at 3 October, our District participants have raised a total of \$22,845.

RU OK? Day – 14 September

NSLHD acknowledged RU OK? Day on Thursday 14 September. On this day, staff were provided with resources that promote ‘asking the question’ and were encouraged to check in with the people around them. RU OK? ID badge cards are available to all staff to have as a conversation starter.

Advancing Women in Medical Leadership – Barriers and Enablers Focus Groups

The Advancing Women in Medical Leadership sub-working group “Barriers & Enablers Working Group” is responding to the growing body of literature that has a strong focus toward identifying the barriers and enablers that exist within healthcare settings, particularly in female under-representation in senior medical roles. To conduct this research, NSLHD will be hosting 6 x 90-minute specialised focus groups during October with a diverse mix of medical colleagues of different genders, seniority and specialties.

Nursing and Midwifery

Mentoring in Midwifery

The Mentoring in Midwifery Program (MiM) continues to successfully engage midwives in mentor training which to date has enabled the provision of mentoring to 36 midwifery graduates, MidStart midwives and Bachelor Midwifery students with a target of 48 by December 2023. Regular Communities of Practice sessions have been set up and run by PDQ&S MiM Facilitator to ensure ongoing support and professional development for mentors.

Clinical Supervision

NSLHD have seen an increase in the number of requests for Clinical Supervision (CS). This is primarily due to the establishment of the CS Advisory Group and CS Working Party to lead and implement a CS sustainability plan over the next 4 years. The plan includes implementation of reporting systems to capture CS provision and activity in the District. It also includes the delivery of ‘refresher’ sessions to upskill current supervisors. NSLHD is currently establishing a CS Communities of Practice to provide ongoing support and professional development and the review and update of supervisor database to enhance visibility of supervisor resource currently available in the district.

Hospital-Acquired Complications (HACs) Education Pathway

The Practice Development, Quality & Safety Team has now completed a pathway and promotional video which can be accessed via My Health Learning. Ongoing promotion and monitoring of completions will be conducted to ensure pathway is accessed by clinicians.

The video aims to raise awareness of every clinician’s responsibility to deliver the best care to minimise harm to all who access our services. The pathway aims to provide related information and training on clinical practices that minimise HACs.

Casual Pool Development Day

NSLHD held a Casual Pool Development Day on 15 September 2023 at Royal North Shore Hospital. Topics included Infection Prevention and Control, eMR and Documentation, Diabetes, Challenging Behaviours and Clinical Supervision. NSLHD saw high attendance by nursing and midwifery staff with 97.9% of attendees indicating they would attend similar events in future.

Hyperemesis Gravidarum Evaluation

NSW Health has partnered with The Menzies centre for Health Policy and Economics, University of Sydney to attend a process and outcome evaluation of the Hyperemesis Gravidarum project across NSW. Commencing in October 2023, the evaluation is expected to continue until April 2024. The outcome evaluation will include PROMs data collection and patient acceptability interviews for women with Hyperemesis Gravidarum who have accessed ComPacks. The evaluation process will quantitatively assess the reach and implementation of Hyperemesis Gravidarum models of care and services within each local health district.

Nursing and Midwifery Research Centre

The NSLHD & University of Technology (UTS) Research Showcase is confirmed for the 14th of November 2023.

Associate Professor Jo River has advanced governance objectives of Mental Health, Drug and Alcohol (MHDA) NSLHD, including the commencement of a CNC Reflection and Action Forum to promote networking and action across MHDA.

Associate Professor Jo River is continuing engagement with MHDA NSLHD nurses and UTS academics in the co-design of an Alcohol and Other Drug training program for mental health nurses.

Professor Margaret Fry has completed Round 1 – to adapt HIRAID to the aged care setting. Professor Fry has led the alignment of Nurse Practitioner, Translational Nurse Practitioner, and Registered Nurse student scopes with NSW policy. The professoriate is leading several internal research studies that align with the strategic outcomes of NSLHD.

Medical Services

The Assistants in Medicine Program will see 6 students from University of Sydney commence their placement at Royal North Shore Hospital on 16 October 2023.

International Medical Graduates (IMG) Term 2 clinical placement which commenced on 28 August will end on Friday 29 September 2023.

Annual Medical Recruitment for commencement in the new clinical year, February 2024, is in progress.

The Royal North Shore Hospital Emergency Department has successfully passed college accreditation for all training posts in Adult and Paediatric Emergency Departments.

Hornsby Ku-ring-ga Hospital recently achieved Health Education and Training Institute (HETI) Junior Medical Officer accreditation for another 4 years. The hospital is working towards fit out, staffing and commissioning the Simulation (SIM) Centre.

Allied Health

Appointment Conjoint Professor Allied Health

NSLHD and the University of Sydney have jointly appointed Dr Trudy Rebbeck to the position of Professor of Allied Health NSLHD.

Professor Rebbeck will lead projects that enhance the research capability among allied health clinical researchers and foster connections between the University of Sydney’s School of Health Sciences and Faculty of Medicine and Health, and the NSLHD.

Professor Rebbeck is a renowned specialist musculoskeletal physiotherapist with a long and distinguished career as a clinician-researcher.

Most recently, she was Professor of Clinical Translation in Physiotherapy at the University of Sydney and a researcher at the John Walsh Centre for Rehabilitation Research at the Kolling Institute. She led a programme of research engaging over 30 clinical partners to develop and implement models of care for whiplash, musculoskeletal and traumatic conditions.

Professor Rebbeck has also been a specialist Musculoskeletal Physiotherapist and Educator at the Australian Specialist Physiotherapy Education.

Research and Innovation

Service Improvement and Innovation

RPM Implementation

eHealth NSW delayed Telstra Health’s roll out of its Virtual Health Platform due to concerns regarding its readiness for deployment at NSLHD in October 2023. A new date has been set for March 2024. In the meantime, Telstra has offered use of its earlier platform “My Care Manager” (MCM) for NSLHD’s use. MCM will enable the design and implementation of numerous pathways including diabetes and heart failure. A trial for remote monitoring with heart failure has gone live with the first patients being enrolled.

Virtual Wound Care

Relaunch of the Tissue Analytics trial is in progress. The trial will aim to engage a group of clinicians with numerous fixes in place to support the application running without issues, such as standardised devices. It’s currently being rolled out with clinician training underway. The next 6 months will determine the scale of its implementation into business as usual for 2024.

Research

The 2023 Ramsay Research Grants were awarded to successful applicants in September in a ceremony co-hosted by NSLHD and North Shore Private Hospital. 17 projects were awarded just over \$800,000 in funding for projects across a broad range of disciplines, including cardiology, rheumatology, endocrinology, surgery, physiotherapy, drug and alcohol, and more.

Kolling Institute

Funding for the Data and Informatics Research Enabler

The Kolling Data and Informatics Research Enabler co-chairs Professor Jean Yang, Adam Dunn, Dr Matthew Doane, and the Sydney Precision Data Science (SPDS) Centre (led by Professor Yang) have awarded a grant to 5 Kolling Institute Researchers for a collaborative data science project between researchers at the Kolling Institute and the SPDS Centre. This program will increase the Kolling Institute’s research capacity in genomics, bioinformatics, health informatics, and statistics.

Promote collaboration and leverage successful research

The Kolling Institute hosted a full day workshop on 25 September 2023. The intention of the workshop was to clearly define the strategic direction for the broader Functional Wellbeing work undertaken at the Kolling Institute and across NSLHD, in conjunction with their partners at UTS. The goal is to establish a large program of work underpinned by support from the NSW Medical Research Future Fund. Seven potential areas of focus have been identified for discussion at the workshop, including: Trauma, Ageing, Mental Health, Data and Informatics, Health Economics, Musculoskeletal, and Analogue Space Studies (modern day spacesuits to be potentially used to monitor well-being of staff and patients (in and out of hospital)).

Kolling Institute Symposium

The Kolling Institute will host a one-day Symposium on 23 November 2023. The Symposium will showcase collaboration, innovation, and wellbeing across three domains: pre-clinical, translational, and impact. These three sessions will feature a diverse group of early-to-mid-career clinician and basic science researchers in the Kolling Institute.

Digital Health and Communications

Information, Communication & Technology (ICT)

Phase 2 – eMR Comprehensive Care Pilot

Phase two of the Comprehensive Care Plan was deployed across all NSLHD sites on 5 September 2023. The solution has been well received by clinicians, who were supported by the eMR Team for two weeks post implementation. This solution is expected to improve the completion rates of the Risk Screening and Assessment tools.

Engagement with the Clinical Excellence Commission and eHealth NSW continues to address concerns regarding the design of the Paediatric Risk Screening and Assessment solution deployed earlier in the year.

Voluntary Assisted Dying (VAD) Care Navigator Service and Pharmacy records

The workflow analysis to enable the design and build of the eMR component has been completed for both the VAD Care Navigator service and the VAD Pharmacy service.

An electronic medical record (eMR) solution has been developed to support the local VAD team in the District. The solution streamlines the referrals to VAD, management of the patients and documentation completion. The overarching workflows have been shared with other Districts and collaborative efforts with eHealth NSW are in progress for a state-wide implementation.

Australian Immunisation Register (AIR) Integration project

Vaccination records that are documented using the electronic Medications Management module will be extracted from eMR and uploaded to the AIR removing the need to manually upload the information. The automated extracts are expected to be enabled in October 2023. Nominations from Emergency Departments, Intensive Care Unit and Maternity Departments to assist in data quality have been received and staff are enrolled for training sessions organised by eHealth NSW.

Cyber Security Strategy and Roadmap

Aligned with the NSLHD Cyber Security Strategy, ICT is actively working to improve the Cyber Security maturity by implementing several solutions and risk mitigators to strengthen our ability to defend against vulnerabilities.

In September 2023, ICT collaborated with the NORTH Foundation to provide Cyber Security recommendations to further mature their own Cyber Security initiatives.

October 2023 is the Cyber Security month and ICT has developed an awareness campaign for Cyber Security to assist protecting staff and patient information as well as NSLHD assets.

NSLHD New Modern Intranet is Live

NSLHD’s modern Intranet launched on the 7 September 2023. Built on Microsoft SharePoint Online, the platform has several key benefits including access on any device, from anywhere, an improved search engine to find up-to-date information quickly and easily and the ability to personalise the home page with “My Links”. The project expects to transition all remaining content within the next 6-month period.

NSLHD Communications

Internal Communications

- Chief Executive invitation to Royal North Shore Hospital staff to attend a presentation on the Royal North Shore Hospital Master Plan 2023.
- Chief Executive all staff update on planetary health at NSLHD.
- Chief Executive all staff message on the NSLHD workplace giving program.
- Chief Executive all staff message on NSLHD Allied Health Recognition Awards.
- Chief Executive all staff message on R U OK Day.
- All staff update on People Matter Survey 2023.
- Two NSLHD newsletters were published in this period.
- A Kolling Institute quarterly newsletter was published in this period.

Social Media

Platform	September 2023	% Change from August 2023
Facebook	41,370 followers	0.1% (41,328 followers)
LinkedIn	14,845 followers	2% (14,544 followers)
Instagram	1,431 followers	2.5% (1,396 followers)
Twitter	2,244 followers	0% (2,244 followers)

External Media

- NSLHD produced a statement on the provision of mental health beds at Northern Beaches Hospital.
- NSLHD co-ordinated a feature story with Professor Gemma Figtree for North Shore/Peninsula Living about people with heart disease.

Projects

- Assisted with the NSLHD Safety and Quality Forum planning, which included a video message from the Chief Executive.
- Assisted with plans for Hornsby Ku-ring-gai Hospital’s 90th birthday celebrations
- Assisted with plans for Ryde Hospital’s 90th birthday celebrations
- Assisted with event planning for Hornsby GP Unit’s 50th anniversary.
- Facilitated visits by Minister for Health to Royal North Shore Hospital for the launch of the Agency for Clinical Innovation’s virtual reality stroke training.
- Continued work with Health Infrastructure NSW and the Ryde Hospital Redevelopment team to keep staff updated on the works.
- Planned for the official opening of the Total Body PET scanner at Royal North Shore Hospital.

Upcoming Events

- Mental Health Month (October 2023)
- NSLHD Quality and Consumers Forum (4 October 2023)
- Allied Health Professionals Day (14 October 2023)
- NSW Health Awards (24 October 2023)

Philanthropy

NORTH Foundation

Round 2 of the NSLHD/NORTH Foundation Grants Program as recently been completed. Grant recipients will be notified and announced in mid-October 2023.

Preparations for the NORTH Foundation Christmas Appeal have commenced, with promotional videos being filmed including various NSLHD clinicians and executive staff.

An end of year ‘Thank You’ event for our regular donors will be held on 15 November 2023.

Chief Executive

LGBTIQ+ Project Officer

Ms Jemma Clifton commenced in the role of LGBTIQ+ Project Officer NSLHD in early October 2023 to support NSLHD’s implementation of the NSW Health LGBTIQ+ Health Strategy 2022 – 2027.

Musculoskeletal Health Centre

I was recently on the selection panel for the Director, Musculoskeletal Health Centre role. The Musculoskeletal Health Centre is a partnership between the University of Sydney, Sydney Local Health District and Northern Sydney Local Health District.

Champions of Change Health Group Meeting

NSLHD hosted the Champions of Change Group meeting on 7 September 2023. The Champions of Change received a briefing on the new positive duty for workplaces to ensure an environment free from sexual harassment. A range of initiatives were discussed with NSLHD to lead a programme of work responding to sexual harassment in the workplace by clients, patients and carers towards health service staff.

Royal North Shore Hospital (RNSH) Surgical Leadership Education Session

Organised by the Surgical Education, Research and Training Institute, I attended a Surgical Leadership Education Session on 11 September 2023 accompanied by all Surgical Heads of Department. The session was facilitated by leading medical doctor, actress and TV presenter, Dr Renee Lim.

Australian Healthcare & Hospitals Association (AHHA)

I attended the AHHA Board met on 12 September 2023.

Bushfire Response Exercise

On 13 September 2023, I attended a NSW Bushfire Response discussion exercise as an observer, facilitated by Tigertail Australia. The exercise examined aspects of the Health response to bushfires across 3 local health districts in preparation for the upcoming fire season.

NSLHD Graduate Health Management Program

Final interviews for the 2024 intake of students for the NSLHD Graduate Health Management Program took place in mid-September 2023. Recruitment has been finalised, with 4 new trainees commencing at NSLHD in February 2024.

Graythwaite Rehabilitation Centre 10 Year Anniversary

It was a great pleasure to attend the 10 Year Anniversary of the Graythwaite Rehabilitation Centre on 19 September 2023. The event was well-attended and

celebrated 10 years of rehabilitation in NSLHD. The event was also featured in the NSLHD newsletter.

Macquarie Group Immersive Learning Experience

Macquarie Group have partnered with Royal North Shore Hospital to deliver an Immersive Leadership Experience for their Executive Directors. These leaders are participating in an Executive Director Leadership Program. Participants of the program are brought into a hospital setting where they meet and learn from high-performing teams including our Emergency Department and Intensive Care Unit teams. I was invited to present at the Macquarie Group Immersive Learning Experience on 20 September 2023. I presented to the participants on insights I have gained in leading in a crisis drawing upon the recent COVID-19 response.

Clinical Trials at NSLHD

I recently met with senior representatives involved in clinical trials across NSLHD to commence discussions around a coordinated approach and optimisation of clinical trials activity in the District. Meetings included with the University of Sydney NHMRC Clinical Trials Unit with plans to host a clinical trials forum with the District Clinical Council in December 2023.

Sydney Health Partners Board Meeting

I attended the Sydney Health Partners Board meeting on 25 September 2023 to discuss future directions for the partnership.

NSLHD Time for Care Steering Committee

NSLHD held its first Time for Care Steering Committee meeting on 27 September 2023 to discuss implementation of the NSW Health Time for Care initiative. The Committee discussed and decided on executive leads for priority areas outlined in the NSW Health Time for Care report. NSLHD noted significant and valuable input from our Allied Health clinicians in a recent survey conducted by the Ministry of Health. The Committee will reconvene in the coming weeks to review reporting templates and responsibilities.

NSLHD Youth Advisory Board (YAB)

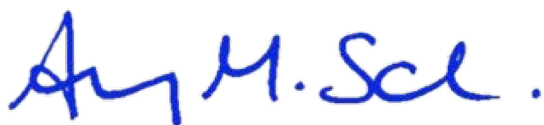
Members of the newly formed NSLHD Youth Advisory Board held their first meeting on Wednesday 27 September 2023. The meeting was an opportunity for the group to introduce themselves to each other and hear from the Executive Director of People & Culture and myself. Each member had the opportunity to voice their interests and priorities during a discussion on the topic ‘*what I would change about NSLHD?*’. There was a broad spectrum of views raised during this discussion, with shared areas of interest emerging in relation to improving staff development opportunities at NSLHD, organisational culture, mental health and wellbeing, young employees’ input to and understanding of decision-making processes and planetary health. Current priorities for the YAB include developing the terms of reference and building the YAB profile across the District through efforts including pieces in the NSLHD Newsletter, the establishment of an intranet page and informal conversations locally to build staff awareness.

Senior Executive Forum - September

I attended the NSW Ministry of Health Senior Executive Forum on 29 September 2023.

Key issues discussed were:

- Special Commission of Inquiry to Healthcare Funding
- Anti-Slavery Commission and responsibilities of local health districts
- Shared services reforms



Adjunct Professor Anthony M. Schembri AM
Chief Executive

Date: 11 October 2023