



Chief Executive's Board Report

September 2023

Contents

NSLHD OVERALL PERFORMANCE	2
Patient Flow and Access	2
Financial Performance.....	4
Safety and Quality Indicators.....	5
CLINICAL CARE AND IMPROVEMENT	5
Clinical Governance and Patient Experience.....	5
Clinical Network Monthly Highlight	7
Integrated Care.....	8
SERVICE UPDATES.....	9
Mental Health, Drug & Alcohol (MHDA).....	9
Primary & Community Health (PACH).....	9
Aboriginal and Torres Strait Islander Health Service	9
Counter Disaster.....	9
OUR STAFF	10
People and Culture.....	10
Nursing and Midwifery	10
Medical Services	13
Allied Health	13
RESEARCH	15
NSLHD Research	15
Kolling Institute	15
DIGITAL HEALTH AND COMMUNICATIONS	16
Information, Communication & Technology (ICT).....	16
NSLHD Communications.....	17
PHILANTHROPY	19
NORTH Foundation Update	19
CHIEF EXECUTIVE	20

NSLHD Overall Performance

Northern Sydney Local Health District (NSLHD) remains at Performance Level 0 – ‘No Performance Issues’.

This is the highest Performance Level attainable, in accordance with the NSW Health Performance Framework.

Patient Flow and Access

Overall Performance (July 2023)

In July 2023, there were 18,599 presentations to NSLHD Emergency Departments (ED), an increase of 2.7% (18,086) presentations when compared to July 2022.

Emergency Treatment Performance (ETP) for NSLHD was 58.5% in July 2023 against the overall target of 81%. This demonstrates a decrease of 1.5% when compared to July 2022 (60%). Improvement action plans to support patient flow initiatives access ED beds include, early discharge, private hospital utilisation, utilising transit unit to facilitate discharges, daily discharge huddles to engage medical staff to support discharge planning. Additional hospital and executive oversight to review delays and support early escalation of issues.

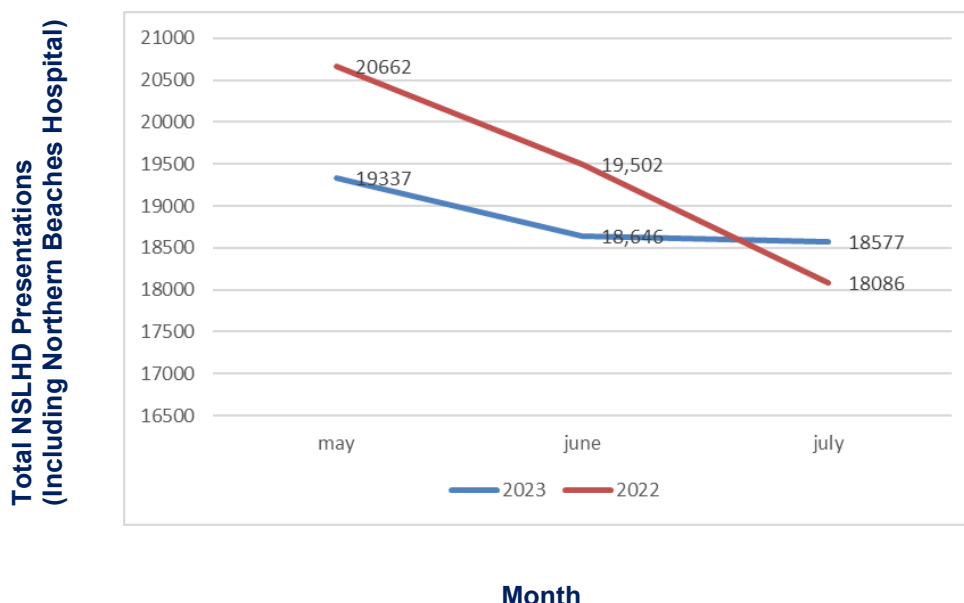
Overall Transfer of Care (ToC) for NSLHD was 88% in July 2023 against the target of 90%. Improvement action plans include enhancing ED models of care to support bed capacity in ED such as ED Short Stay and MAU, implementation of an ambulance offload to the waiting room protocol, enhanced utilisation of virtual models of care (Hospital avoidance and inpatient) including HITH/virtual care services and Ambulance direct referral to Geriatric outreach services.

NSLHD has 414 patients overdue for elective surgery as at the end of July 2023. This is an improvement of 36% since March 2023 and 44% from January 2023. NSLHD have reduced the number of overdue patients by 58% since July 2022. An LHD fortnightly working group is in place to oversee the project plan to address overdue planned surgery. Strategies include outsourcing, additional theatre lists for specific sub specialities, transfer of care to other surgeons within and external to the LHD, clerical audits to identify patients no longer requiring surgery and implementing day only protocols for appropriate surgeries.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations July 2023	Change from July 2022	
RNSH	7,004 presentations	↑	6,664 (5%)
HKH	3,959 presentations	↑	3,717 (6.3%)
Ryde	2,363 presentations	↓	2,378 (0.6%)
NBH	5,251 presentations	↓	5,327 (1.4%)
TOTAL	18,577 presentations	↑	18,086 (2.7%)

Emergency Department (ED) Presentations Results (Total NSLHD)



Transfer of Care (ToC) Results

Hospital	ToC July 2023	Change from July 2022	
RNSH	78	↓	1% decrease
HKH	92	↓	7% increase
Ryde	98	↓	3% increase
NBH	94	↓	4% decrease

ED Triage Results

Triage Category Results					
Hospital	Category 1 (target 100%)	Category 2 (target 95%)	Category 3 (target 85%)	Category 4 (target 70%)	Category 5 (target 70%)
NSLHD	100%	86%	79%	82%	90%
RNSH	100%	82%	77%	87%	97%
HKH	100%	88%	78%	81%	92%
Ryde	100%	92%	90%	84%	86%
NBH	100%	82%	71%	75%	86%

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

Hospital	Target	July 2023
RNSH	5.33	5.34
HKH	4.51	4.43
Ryde	4.37	5.56

Legend

● Hospital on or above target

Financial Performance

The Director of Finance and Corporate Services and I have been working towards finalising the 2024 budget allocation following the Interim Service Agreement. It is anticipated that the final Service Agreement will be handed down on 19 September 2023.

The below is a high-level summary of the District’s financial performance for this month.

Overview

In August 2023, NSLHD recorded a Net Cost of Service (NCOS) \$10.39m (-5.32%) (unfavourable) year to date. This includes the incremental costs related to the COVID-19 response.

Total Expenses

Total expense for the month of August 2023 was \$10.87m (-6.2%) (unfavourable), and \$11.71m (-3.34%) year to date.

Revenue

In August 2023, NSLHD recorded \$2.6m (1.73%) (favourable) year to date for revenue. NSLHD will focus on maximising own source revenue in the new financial year.

Other item/s

As at August 2023, the NSLHD general fund back account balance was \$4.7m. 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 fortnightly.

Safety and Quality Indicators

Safety and Quality (August 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.8	0.2		≤ 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	0.0
MH: Readmissions within 28 Days ¹		≤ 13.0%	9.1%	3.9%		≤ 13.0%	11.6%	1.4%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	85%	9.8%		≥ 75%	85%	10.3%
Unplanned Hospital Readmissions [#]			5.8%				5.8%	

¹Data 2 month delay

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

Clinical Care and Improvement

Clinical Governance and Patient Experience

Patient Safety Culture Survey 2023

Regular measurement of patient safety culture supports our leadership teams to better understand patterns of individual, team, and organisational behaviour, as well as the underlying beliefs and values relating to patient safety in the organisation.

In June 2023, all NSLHD staff, were invited to complete the Patient Safety Culture Survey (PSCS). The survey was first conducted in 2021 and asks staff to share their perceptions and experiences at work on topics such as leadership, team interactions, communication and reporting of safety incidents.

The results of this survey are used to identify how well NSLHD performs across safety and quality domains and to identify areas where we can improve patient safety and staff well-being.

Results are fed back at team, facility, and district levels to inform targeted strategies for continually improving our patient safety culture.

Overall, NSLHD’s patient safety rating remains positive and has improved substantially from the initial survey in 2021:

- 73% of staff rate patient safety as ‘very good’ or ‘excellent’ and 89% of staff would recommend friends or relatives to be treated within their team/unit/work area.
- Staff report improvements in all ten factors of safety culture, particularly clinical handover, information exchange and hospital management support.
- How staff perceive safety is largely varied by their location, role, and other demographics.

The PSCS results have been presented to the Board Healthcare Quality Committee, the District Executive, facilities/services and I conducted a virtual “town hall” session with staff highlighting key findings and next steps. In the coming weeks, work areas will receive scorecards outlining their individual results. Resources will be distributed to support local teams’ interpretation of their results and suggestions for improvement where required.

Strengths

- Staff feel a deep sense of meaning and uphold a strong sense of personal responsibility for safety and patient care.
- Upholding and enhancing safety is a sentiment communicated and demonstrated by Management.
- Supervisors/Managers are highly regarded, helping to create safe spaces for staff to speak up.
- Teams are working together effectively and are looking for opportunities to learn from errors
- There has been a dramatic uptake in handover and communication practices
- Supporting tools and equipment are generally seen as effective enablers

Areas to watch and opportunities.

- Some staff (particularly pockets in medical, nursing and midwifery) need greater support to help decompress and it will be important to focus on areas where culture results are weaker
- Although there has been a positive increase, compared to 2021 results, staffing levels and the pace of work still appears to be front of mind for staff

Consumer Engagement

In collaboration with the Primary and Community Health Network (PACH) a Consumer Engagement Video has been developed. The video can be used for recruitment of consumers to NSLHD by facilities, as well as education to staff to assist with building awareness to partner with consumers. Additionally, the video can be accessed via the NSLHD internet The internet page has had some improvements with the help of the Hemmingway App which has made it easier for our community and staff to navigate the site. Preparations continue for the inaugural consumer and staff safety and quality form on 4 October 2023.

Short Notice Assessment (SNA) Preparation

NSLHD’s Facilities/Services continue to prepare for SNA.

The Board Consumer Committee was presented an overview of the SNA program which led to a discussion about the Consumer’s role in the new SNA program.

The development of the NSLHD Accreditation Portal is progressing.

NSLHD Drug and Therapeutic Committee and NSW Formulary

The NSLHD NSW Formulary Advisory Group, continues to systematically work through the requirements of the Formulary and provide regular updates to the Drug and Therapeutic Committee. The Advisory group has reached agreement for a “soft” November 2023 go live date.

Communication to staff regarding the NSW Medicines formulary portal for inpatient prescribing and how to submit a formulary change application continues. Work also continues with updating all affected procedures and guidelines, stock changes and alignment of pharmaceutical contracts. Visual icons are being built into the electronic medical record to indicate formulary status for all medications being prescribing.

Clinical Network Monthly Highlight

NSLHD Maternal, Neonatal & Women’s Health Network

Hyperemesis Gravidarum

The Hyperemesis Gravidarum project is now moving from implementation to evaluation phase. The new model of care for women who experience nausea and vomiting in pregnancy and hyperemesis gravidarum is an exciting collaboration between emergency departments, maternity services, Northern Sydney PHN, pharmacy, Virtual Care Service and Hospital in the Home. The latest evidence, described in a new NSW Health guideline, underpins the model and preliminary feedback from women has been extremely positive.

Maternity website

The NSLHD Maternity Services website is now live. The aim of the site is to provide a source of trusted and endorsed information, specific to services in NSLHD for women and families. The format is consumer friendly and designed to be utilised throughout the pregnancy, birth, and postnatal continuum. Consumer input was sought throughout the design and development process. It is also anticipated that the site will result in a significant reduction in printing costs and paper waste due to the inclusion of an online ‘resource hub’.

Connecting, listening, and responding: A Blueprint for Action – Maternity Care in NSW

The publication '[Connecting, listening and responding: A Blueprint for Action – Maternity Care in NSW](#)' (the Blueprint) was released by the NSW Ministry of Health on 1 March 2023 and replaces Policy Directive (PD2010_045) *Maternity – Towards Normal Birth in NSW*. The purpose of this publication is to ensure women receive respectful, evidence-based, and equitable maternity care that improves their experiences and health and wellbeing outcomes.

The network continues to support each maternity site across NSLHD to provide high-quality, safe, and resilient maternity care through initiatives such as establishing and sustaining continuity of care models of maternity care and implementation of evidence-based initiatives such as preterm birth and stillbirth prevention strategies.

Menopause Hub

NSLHD is one of four districts developing a Menopause Health Hub. The Menopause Initiative is supported with \$40 million funding over four years from 2022-23 to provide services for women with severe or complex symptoms associated with menopause. The Agency for Clinical Innovation (ACI) has formed a Menopause Taskforce and is developing a clinical model of care and organisational model to guide local implementation.

Pregnancy Connect

NSLHD/CCLHD Tiered Perinatal Network (TPN) has successfully implemented the NSW Health Policy Directive *Tiered Networking Arrangements for Perinatal Care in NSW (PD2020_014)*. As a result, pregnant women are now increasingly being cared for closer to home. There are also stronger relationships and collaboration between maternity sites within the TPN and across the state. Pregnancy Connect will build on the MTR achievements and have a broader focus to provide opportunities for ongoing improvements in high-risk pregnancy and neonatal care.

Integrated Care

Collaborative Commissioning and Urgent Care Services

Work on Collaborative Commissioning was paused while awaiting Ministry of Health confirmation of ongoing funding. Funding has since been provided and work resumed in scaling the program.

The table below highlights performance against target, noting the pause made it difficult to recruit staff and advertise with GPs. Despite those challenges, most aspects of the program remain on target aside from the KWIP, and Remote Patient Monitoring which is caused by delayed to the statewide roll out of Telstra’s Virtual Care Platform. NSLHD’s Urgent Care Services model is expanding our geriatric outreach services. Work has been done to agree the model and roll out for the weekend, which will be rolled out over the coming months.

Quarter 1 (to 30 June 2023)

Services	Lead	Actual	Target	Status	Comments
Keeping Well & Independent Program (KWIP)	SNPHN	6	400	Delayed	<ul style="list-style-type: none"> GP recruitment into the program was paused until July while awaiting Ministry of Health funding decisions. This has resulted in limited activity within Q1 period.
Geriatrician Outreach to GP	NSLHD	142	1025	On track	<ul style="list-style-type: none"> Issues with workforce as staff contracts cannot be extended without confirmation of Year 2 funding.
Remote Patient Monitoring	NSLHD	0	180	Delayed	<ul style="list-style-type: none"> Delay in eHealth announcing state-wide vendor and further issues with Telstra product have caused some delays in launching service. Service is expected to launch in October’ 23.
Geriatric Rapid Response – seed funding	NSLHD	883	4,410	On track	<ul style="list-style-type: none"> Issues with workforce as staff contracts cannot be extended without confirmation of Year 2 funding.
Geriatric Rapid Response – UCS	NSLHD	0	400	On track	<ul style="list-style-type: none"> Model determined and recruitment expected to be finalised over next few months..

Remote Patient Monitoring (RPM)

NSLHD’s RPM rollout has been delayed due to Telstra reframing timeframes to deliver its product and embed into pilot sites. No new timeframes have been provided and alternative options are being considered by NSLHD to continue to embed new technology and remote models of care into key areas such as heart failure and diabetes.

Tissue Analytics

NSLHD’s trial of the remote wound care measurement app has been extended to the end of financial year 2024 due to some technical challenges. Significant work has been undertaken between NSLHD and the vendor to address issues including network and device testing, refreshed environment. The NSLHD has implemented strategies including standardised devices to reduce the risk of further issues. NSLHD is also considering work being undertaken at Sydney Local Health District to integrate into eMR.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

Safe Haven is a non-clinical peer led drop-in service for young people aged 12 to 17 years who are experiencing suicidal distress, and/or psychological distress. This service is currently being planned to commence at Macquarie Hospital shortly.

Primary & Community Health (PACH)

On 23 August 2023, the BreastScreen NSW North Ryde officially opened by the Hon. Ryan Park, Minister for Health and Regional Health and the Hon. Jodie Harrison, Minister for Women. Since opening (8 week ago), 1000 women have been screened, with 20% of these appointments filled by women who attended the service for the first time. It is anticipated that the new site will have screened over 5000 women during the first year of operation.

Aboriginal and Torres Strait Islander Health Service

The Director of Aboriginal and Torres Strait Islander Health has been invited by the Centre for Aboriginal Health MoH to attend a 2-day meeting in Terrigal next month to discuss Stolen Generations issues. This month the Aboriginal Liaison Officer commenced in the team.

Counter Disaster

The Counter Disaster Unit participated in the Rural Fire Service Seasonal Briefing which identified Hornsby-Ku-Ring-Gai as an at-risk area this bushfire season for NSLHD. The briefing acknowledged the learnings taken from extreme weather throughout the last few years and is focusing on re-engaging the community in disaster preparedness. The NSLHD is working with the Primary Health Network in managing evaluation centers, as well as the Rural Fire Service and Fire and Rescue NSW in pre-incident planning for Health facilities in high-risk bushfire prone areas.

Members of the Counter Disaster team joined me in observing a large scale exercise ‘Banksia 2023’ testing across the District and Ministry responses to a significant hot weather and bushfire incidents. Learnings will be shared across the districts incident management teams.

Our Staff

People and Culture

People Matter Employee Survey (PMES) 2023

The Public Service Commission PMES opened on 21 August 2023 to the 15 September 2023. During this period, a number of communication strategies will be used to promote and maximise staff engagement with the survey. PMES Champion rounding will also be conducted across each of the hospitals and services to engage staff and promote participation in the survey.

Wear it Purple Day – 26 August 2023

NSLHD celebrated Wear it Purple Day on 25 August 2023, with the theme ‘Write Your Story’. Wear it Purple Day is an opportunity to demonstrate to staff and the community that NSLHD is a supportive, safe, and inclusive environment for gay, lesbian, bisexual, transgender, intersex and queer (LGBTIQ+) people. People and Culture supported the PRIDE+ Employee Network in inclusive rounding activities across the hospitals on the day.

Employee Value Proposition (EVP) Project – Allied Health

People and Culture have begun consultation with the Allied Health leadership team to establish the EVP for the discipline at NSLHD.

THRIVE Leadership Development Program (LDP)

The March 2023 Cohort 6 of 24 multidisciplinary participants are in the final stages of their program which ended on 31 August with participant leadership journey presentations to the NSLHD Board. The June 2023 Cohort 7 of 25 multidisciplinary participants has commenced and initial behavioural profiling and 360 feedback is underway.

Nursing and Midwifery

Mobile Support Team

The Mobile Support Team will continue operation until 30 September 2023. It is appreciated that despite strong positive feedback from across the NSLHD, this patient centred service does not have funding to continue. All staff employed and departments who routinely use this service are in the process of being advised of its closure. Currently there is no capacity across the NSLHD to backfill the service for our vulnerable population.

Practice Development, Quality & Safety Team (PDQS)

The Practice Development, Quality & Safety Team are currently implementing and supporting 16 initiatives to build and showcase our Nursing and Midwifery workforce and it’s clinical practice.

Referrals for assistance are steadily increasing following the launch of the Nursing and Midwifery Leadership Academy at the NUM/MUM Professional Development Day in March 2023. Additionally, the design of a new referral form and addition of QR code access introduced in April 2023 has encouraged staff to engage with this high performing team who drive excellent standards of nursing and midwifery practice and innovation in care.

Patient Access and Logistic Service (PALS)

Michael Hagerty has commenced in the A/Nurse Manager Patient Access and Logistics Service (PALS) replacing Matthew Graham (seconded to LHD Planning Services) until December 2023. Michael brings extensive patient flow experience most recently at St Vincent’s Hospital Sydney.

Medacs: International Recruitment

9 Registered Nurses are progressing through various stages of the recruitment process with two staff commencing within the next few months.

HealthStaff: International Recruitment

5 Registered Nurses from the UK and Ireland are progressing through various stages of the recruitment process.

ICE: International Recruitment

Following UK and Ireland visit the applications are currently being processed through various stages of the recruitment process. Our first recruit from the UK and Ireland trip have arrived in the country and were collected from the airport by NSLHD staff. Our new Midwife commenced at RNSH on 4 September 2023.

Nursing Agencies - Short term contracts

A pipeline of working holiday visa Registered Nurses and Midwives from the UK and Ireland continue to be sourced from Wallace Street Recruitment who are assisting with temporary vacancies at RNSH. Wallace Street are actively still searching for staff to assist with Mona Vale Hospital nursing vacancies and Hornsby Ku-ring-gai Hospital midwifery vacancies. Accommodation and transport continue to be raised as a concern for these facilities.

Transitional Enrolled Nurses

13 new Transitional Enrolled Nurses commenced on 14 August 2023 at various locations across NSLHD. These staff attended a bespoke orientation to the NSLHD hosted by a Nurse Educator..

Care Assistants

A career pathway for the Care Assistants is being developed in consultation with the Care Assistants and their Nursing Unit Managers.

MidStart 2024

A successful MidStart 2024 recruitment campaign is close to completion with outcome letters distributed on 21 August 2023 to 25 applicants. There are 7 positions at RNSH and 3 positions at Hornsby Ku-ring-gai available for the successful applicants. Interview feedback is currently being provided to the unsuccessful candidates.

GradStart 2024

NSLHD received a record number of applications for positions in 2024 indicating a rising reputation as an employer of choice within the state.

Nursing: 512 applicants. Midwifery: 11 applicants.

Interviews have been held face to face in August 2023 in the Vanderfield Building at RNSH. Reference checks are now being completed for all applications to enable facilities and services to select their preferred candidates.

Aboriginal Cadetship

1 midwifery cadet commenced at Hornsby Ku-ring-gai Hospital Maternity Unit. A total of 3 Aboriginal cadets are currently employed across the LHD. Mentors are being established for each cadet. The cadet scope of practice is currently being reviewed by the Ministry of Health (MoH) and further details will be shared once finalised.

HealthRoster

A system has been established to identify all new N/MUMs that require support and education with HealthRoster. Once identified, a member of staff from the Nursing and Midwifery Workforce Team delivers one to one support and training to ensure that from the

outset, Healthroster practice is in alignment with the NSW Public Health Nurses and Midwives Award.

Regular Rostering Framework meetings have been occurring with the NSLHD Workforce Informatics team to improve roster finalisation, ensure rosters are published on time and roster template are updated to accurately reflect ward needs and budgets.

NSLHD Casual Pool

Currently there are 1116 staff listed on the NSLHD Acute and MHDA Casual Pool. Current projects include the development of a Teams site for the NSLHD Casual Pool and a project working party in relation to Assistant in Nursing skills and scope of practice.

Casual Pool Development Day

A NSLHD Casual Pool Development Day will be held on 15 September 2023 in the Kolling Building at RNSH.

Following a survey to the casual pool staff an agenda has been developed which includes topics such as current practices in Infection Prevention and Control, eMR and documentation, Diabetes, challenging behaviours, and clinical supervision.

Midwifery Services

The Maternal, Neonatal and Women’s Health Network has introduced a new bulletin which is distributed to the teams each month via email. The purpose of the bulletin is to provide a collated and comprehensive resource for information related to the network, such as links to education sessions, conferences, reports, websites, and more.

The NSLHD Maternity Services website was launched in July 2023. The purpose of the site is to provide a unique resource for women and families that includes practical information about our maternity services as well as a resource hub with recommended resources for early pregnancy, through to labour, birth, and the postnatal period.

The website was created in collaboration with the NSLHD Maternal, Neonatal and Women’s Health Network, maternity services at RNSH and Hornsby Ku-ring-gai hospital, NSLHD Media and our consumers. Feedback from staff has been extremely positive.

Nursing and Midwifery Research and Education

Associate Professor Merrick, Director of Nursing and Midwifery Research Centre is leading efforts to establish an extensive collaborative partnership with NSLHD and UTS.

Joint research projects are being developed that address workforce development, mental health, cardiovascular nursing, end-of-life care, maternal wellbeing, and older adult care.

These efforts are leading to grant applications and UTS-supported honours projects that directly address NSLHD strategic outcomes. Work is ongoing to secure support for a comprehensive program of doctoral scholarships. UTS has agreed to provide substantive financial support for these scholarships (75% of the total cost) with the District working with the NORTH Foundation to support the remaining funding.

In Mental Health Drug and Alcohol, Associate Professor River is undertaking co-designed research involving nurses and people with lived experience, exploring peer-support worker roles in MHDA, and co-designing an alcohol and other drug training package for new MHDA graduate nurses.

Assoc Professor River has developed an application for recognition of prior learning for speciality practice in mental health nursing. The DoN MHDA and the Teaching and Learning Committee, Faculty of Health, UTS are currently reviewing this application.

Professor Fry Professor Emergency and Critical Care Conjoint Clinical Chair NSLHD/University of Technology Sydney continues to lead nationally significant research projects that address emergency and critical care workforce development and safety, pioneering models of care, improving assessment and patient outcomes, enhancing patient care and safety.

Professor Gallagher University of Sydney is pleased to advise that the Sigma Nursing Excellence Society awarded Dr Dion Candelaria, the 2023 Research Dissertation Award for research conducted in partnership with cardiac rehabilitation staff at 4 hospitals in NSLHD.

In addition to leading over 28 research projects, the Nursing and Midwifery Research Centre continues to deliver a comprehensive program of research support and mentoring for all NSLHD clinical staff.

Medical Services

The Assistants in Medicine Program will see 10 students from Macquarie University commence an 8-week placement across NSLHD on 28 August 2023.

Eleven International Medical Graduates (IMG) as a part of the IMG Clinical Readiness Program have commenced clinical placements across NSLHD and have been receiving excellent feedback.

At Hornsby Ku-ring-gai Hospital, outpatient Chemotherapy Services commenced in July 2023 and work has begun in the commissioning of the new SIM Centre.

Annual Medical Recruitment for commencement in the new clinical year, February 2024, is underway and interviews are currently being scheduled and undertaken with applicants.

Allied Health

At the August 2023 NSLHD Disability Inclusion Action Plan meeting, the committee focussed on the first key area of the NSLHD Disability Inclusion Action Plan, *Positive Attitudes and Behaviours*. The following actions are progress made to date:

- Approval of a Procedure for NDIS and progress with a procedure for disability adjustments on the perioperative pathway (1A.2) - Manager Disability Strategy.
- Inclusion of a sensory room for people with sensory needs in the new Safehaven model (1A.4) - Macquarie Hospital.
- Inclusion of the Disability Royal Commission on Executive meeting agendas (1A.4) - HKH Executive.
- Disability statement to be added to PPG templates (1C.02) - Nursing & Midwifery.
- Liaison with HETI about eLearning options for disability training (1C.03) - People and Culture.
- Continued participation in the ‘Get Skilled Access’ pilot programme (1C.05) - Ryde Hospital and People and Culture.
- Intellectual Disability Community of Practice launched March 2023, and scheduled to occur quarterly (1C.07) - Northern Sydney ID Health Service & ID MHDA Team.
- Working with NGOs (to upload to eMR) the Disability Care Plans of people at high risk of admission (1D.02) - Manager Disability Strategy.
- Plans for increased disability diversity on local Consumer Participation Committee (1D.05) - RNSH Executive.
- Increased advocacy for people with disability via consumer forums / communications /consumer framework (1D.12) - Consumer Engagement.

- Improving referral pathways for young people (1E.1) - Aboriginal Clinical Lead MHDA.
- Education sessions for staff from Trustee & Guardian, Civil & Administrative Tribunal, and Mental Health Review Tribunal about consequences for people with intellectual disability (1E.4) - Northern Sydney ID Health Service & ID MHDA Team.

An annual summary on NSLHD Disability Inclusion Action Plan actions will be provided to NSW Ministry of Health in September.

Research

NSLHD Research

NSLHD welcomed a new Human Research Ethics Committee Chair in July 2023, Dr Greta Ridley. Dr Ridley has a background in research and research development, with previous roles at Gold Coast Health Service and the Children’s Medical Research Institute.

Ethics and Governance Key Performance Indicators

Research Ethics and Governance metrics are above the Ministry of Health defined benchmarks for Q2 2023, with 87% of ethics approvals occurring within the 90-day target, and 86% of governance applications occurring within the 60-day target. It is worth noting that ethics applications have also doubled since Q4, 2022.

The first Clinical Trial Accreditation against the National Clinical Trials Governance Framework for NSLHD was undertaken for Mona Vale Hospital in mid-June. The Mona Vale Hospital was rated as a ‘Growing’ facility with a total score of 2.81 of a possible 3. Several recommendations were made based on clinical trial performance against the National Clinical Trials Governance Framework, and these will be implemented across our sites as we work towards short notice assessment for all NSLHD services and facilities.

Kolling Institute

The Kolling Institute Governance Committee held its bi-monthly meeting on 16 August 2023.

The Data and Informatics Enabler Committee and the Academic Director have secured a \$150,000 grant from NSW Health to establish 6 collaborative data science projects with researchers at the Kolling and the Sydney Precision Data Science Centre at the University of Sydney. This program aims to increase the Kolling’s research capacity in genomics, bioinformatics, health informatics and statistics.

Work is underway to host a workshop on the development of a Function Wellbeing Centre in partnership with University of Technology Sydney, University of Sydney, and NORTH Foundation and other partners to support this including Macquarie University and Australian Catholic University are being progressed.

Digital Health and Communications

Information, Communication & Technology (ICT)

Phase 2 – eMR Comprehensive Care Pilot

Training continues for the implementation of phase 2 of the Comprehensive Care Plan. The implementation date for this solution is 5 September 2023, with anticipated positive outcomes on compliance with the risk assessment pathway completion. Planning is underway for evaluation of the Comprehensive Care solution in its entirety in early 2024.

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

Workflow analysis has been validated for VAD Care Navigator service and VAD Pharmacy service. Design and build for all eMR components are underway with demonstrations planned for early September 2023.

High-level workflow analysis to enable the implementation of the Amazon Connect call centre system has been completed. Detailed workshops are being planned with eHealth to finalise the design and reporting requirements.

The Capital Works upgrade of Building 36, RNSH to Host the Care Navigator team is on track. The new communications room has been completed, and ICT are now beginning to install the communications equipment for the VAD, including adding the Wi-Fi equipment that is required to support Wi-Fi across multiple floors in Building 36, RNSH.

Single Digital Patient Record (SDPR)

In conjunction with eHealth NSW, NSLHD completed the SDPR program’s readiness assessment exercise which will inform the sequence for the rollout of the SDPR solution. It is expected that the rollout schedule for the Districts will be announced in October 2023. Final contract negotiations are underway with the vendor - EPIC.

Australian Immunisation Register (AIR) Integration project

The AIR Integration Project was initiated by the Ministry of Health and eHealth NSW in July 2022 to assist local health districts with meeting their obligations for immunisation reporting to the AIR. Vaccination records that are documented using the electronic Medications Management module will be extracted from electronic Medical Record and uploaded to AIR removing the need to manually upload the information. All Intensive Care Units and Neonatal Intensive Care Units vaccination records will be extracted from the Electronic Record for Intensive Care system and uploaded into AIR. The automated extracts are expected to be enabled in October 2023.

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. These include application control, Office 365 macro management, Multi Factor Authentication, restrict administrative privileges, patching applications and operating systems, drive encryption to protect data loss, external audits and vulnerability testing. These solutions are progressing to be implemented over FY23/FY24.

NSLHD New Modern Intranet Launch

Our new look Intranet is expected to launch in late August 2023. Built on Microsoft SharePoint Online, the new intranet has several key benefits including access on any device at any time, an improved search engine to find up-to-date information quickly and easily and the ability to personalise the home page. The new intranet provides links to information on the old intranet as not all content has been transitioned. The project expects to transition all remaining content within the next 6-month period.

NSLHD Communications

Internal Communications

- Board Chair call for nominations for NSLHD Board Honour Roll
- All-staff email introducing the new Chief Executive
- Chief Executive email to staff for Wear it Purple Day
- Chief Executive all staff broadcast for Patient Safety Culture survey results
- Joint email broadcast from Chief Executive and Aboriginal and Torres Strait Islander Health Services Director regarding the Voice to Parliament asking staff to be considerate of views between colleagues.
- Produced two NSLHD News publications
- Collation of Kolling Institute quarterly newsletter.
- Provided support for the Ramsay Research grants announcement and the launch of a new Australian toolkit for those with spinal cord injuries.

External Media

- Channel 9 featured A/Professor Sarah Glastras’ work on a new weight loss medication to help with treatment for obesity and diabetes.
- Weekly Times featured the Ryde Breastscreen Clinic
- Co-ordination of feature story with Prof Gemma Figtree for North Shore/ Peninsula Living edition focusing on health and research progress.

Social Media

Platform	August 2023	% Change from June 2023
Facebook	41,328 followers	0.1%
		(41,271 followers)
LinkedIn	14,544 followers	3%
		(14,163 followers)
Instagram	1,396 followers	5%
		(1,331 followers)
Twitter	2,244 followers	0%
		(2,244 followers)

Projects

- Continued work with the People and Culture Director to prepare STEPtember promotion
- Worked with the Allied Health team to discuss promotional material for Allied Health Professionals Day
- Assisted with RNSH Alumni event
- Assisted ICT with communications on intranet pilot launch
- Created new website pages for NSLHD services
- Continued planning for opening of RNSH total PET scanner
- Opening of the new North Ryde Breastscreen Centre
- Chief Executive video messages to staff

Upcoming events

- Child Protection Week Forum (September 5)
- RUOK? Day (September 8)

Philanthropy

NORTH Foundation Update

The recent tax appeal has been the most successful to date with over \$575,000 raised.

At the last NORTH Foundation Board meeting, the key focus areas for the 2024 financial year and the NSLHD themes (3 big ideas) for the next 3 years were agreed. The NORTH foundation has several focus areas to work on including building philanthropy culture across NSLHD and the development of the inaugural philanthropy partner program. The 3 Big Ideas were the NORTH Foundation with focus their fundraising and philanthropic efforts on are Clinical Trials by Therapy, Functional Wellbeing/Musculoskeletal, and mental health.

Chief Executive

RNSH Outdoor Amenity

I have recently approved the NSLHD’s Population & Planetary Health to commission a proposal to improve staff amenities and environmental design to unlock the human health-related benefits of a sustainable health landscape, with a particular emphasis on the Kolling forecourt. A feasibility study was completed in late 2022, considering options to transform the forecourt and surrounds into an attractive, green, and sustainable space as part of the broader St Leonards Health, Research and Education Precinct. Funding options for a staged implementation are currently being investigated.

Cancer Researcher Achievements

I would like to acknowledge the RNSH cancer researchers who have been cited by a Stanford University study (2022) to be within the top 2% of researchers internationally. This is an outstanding achievement, and I am immensely proud that our staff are being recognised globally for their accomplishments in research.

Time for Care

NSW Ministry of Health is leading an initiative to reduce administrative burden on frontline clinicians and managers, allowing increased ‘time for care’. Key local and state-wide opportunities have been identified through a comprehensive stakeholder engagement process. NSLHD will be establishing a Steering Committee and Working Groups to address the key opportunities identified and implement initiatives to support our staff to spend more time providing care for patients.

VAD

Statewide VAD Service

The statewide service has been renamed to NSW VAD Support Services and a restructure is underway to include appointment of a service director, operations manager, part time clinical director to the access service, and a second round of 3.0 FTE GP - VMO recruitment targeted at rural and regional GPs who will service their local region.

Recruitment across the service is ongoing with a staffing establishment of 60-70 personnel (includes part time) anticipated by 28 November 2023 to meet anticipated service complexity and demand. Onboarding of all personnel will be finalised by mid-October 2023. A contingency rostering plan for coverage over the initial peak demand time coinciding with the Christmas and holiday period is under consideration.

Service managers and staff continue to concurrently develop operating procedures for travel and staff safety, data collection and reporting methodologies, staff training, and staff wellbeing support strategies to ensure service readiness.

Capital works to house the statewide service is on target and occupancy is expected from late September or early October 2023.

NSLHD VAD Service

2 Nursing Clinical Program Coordinators (job-share) and 2 Co-Medical Leads have prioritised face-face engagement with NSLHD staff across the District. The service have met with the Executive VAD leads across each site and commenced additional targeted education sessions with key clinical areas. The service is also hosting fortnightly all-staff information sessions in the lead up to the commencement of VAD. The first session was held at Ryde Hospital, and had 95 attendees, both via teams and in person.

NSLHD have provided a funding submission to the Ministry of Health for service post-28 November 2023 that included a proposal for additional team members, including nursing, medical, administration and social work support.

The draft NSLHD VAD Procedure has been circulated by the VAD Implementation Steering Committee for review and comment.

ICT have been developing e-referral and patient-interaction forms for VAD that will ensure that NSLHD will have a strong tracking and monitoring mechanism for VAD activity across the district, in both community and acute settings.

NSLHD is also working in partnership with other districts to develop a standardised set of Patient Reported Experience Measure (PREMs) questions for VAD that can be endorsed at a state-wide level.

Pam Mclean Centre-run training sessions are being organised across NSLHD, with an extraordinary Grand Rounds at RNSH commencing the session on 10 October 2023. Two larger workshops will be held at Hornsby and RNSH, with six smaller workshops being convened across the LHD with focused clinical areas.

Master Plan RNSH

The RNSH Campus Master Plan project team has finalised stakeholder consultation and is currently finalising the draft plan with the project architect, Fitzpatrick + Partners. Four options in line with the master plan guiding principles have been developed for consideration based on stakeholder consultation, site analysis and a Vision Workshop that was held with the Advisory Group. These four options have been presented to the Advisory Group for feedback. The project team and project architect are currently finalising a detailed option analysis of the four options and will present a preferred option for endorsement to the Advisory Group on 19 September 2023. Following endorsement of a preferred option, the master plan will be finalised for endorsement by the Advisory Group and out of session presentation to the Board for endorsement in late October 2023.

Ryde Redevelopment

Options are currently being explored with Health Infrastructure and potential contractors to modify the proposed staging of the Ryde Hospital redevelopment to concurrently deliver stages 1 and 2. This option would result in significant cost and time savings however requires significant consideration given the potential clinical impact as some services would require relocation within NSLHD, or broader, to facilitate this staging approach. These options will be explored in detail with all impacts considered and mitigated prior to any decision.

Youth Advisory Board (YAB)

NSLHD is currently establishing a YAB for staff aged 18-35 that will provide input and advice to the District Executive on matters relevant to the priorities and concerns of young people. Expressions of interest closed in mid-August and a group of 20 young staff from a variety of services and roles across the District have been appointed by the Chief Executive. The YAB will convene monthly with the first meeting to be held on Wednesday 27 September. It will act as a forum for members to bring concerns of their own or their peers directly to senior leadership, as well as to provide input on the development of projects, policies and plans within the District. Areas of interest for members of the YAB include Planetary Health, youth mental health, staff wellbeing, staff learning and development and diversity, inclusion, equity and belonging.

Special Commission of Inquiry into Healthcare

On 24 August 2023, the NSW Government announced the establishment of a Special Commission of Inquiry tasked with conducting a review of healthcare funding in NSW. The Inquiry will also be tasked with identifying opportunities to deliver higher quality, timelier, and more accessible patient-centred care. The Ministry of Health has established a project management office (PMO) which will be led by Amanda Larkin (substantive Chief Executive, SWSLHD). NSLHD is commencing preparatory work and will establish a local PMO once the likely demand and timeframe for the inquiry is known.

Executive arrangements

A number of temporary Executive arrangements have been implemented following Lee Gregory’s secondment to the role of Chief Executive, Nepean Blue Mountains Local Health District.

For the period of Lee’s secondment, up to 12 months commencing Monday 4 September 2023, the following arrangements will be in place:

- Alison Zecchin will take on the role of Executive Director Operations, NSLHD. Alison will be on leave from 11 September to 22 September inclusive and Mark Zacka has agreed to act as Executive Director Operations in the interim.
- Heather Gough will take up appointment as General Manager, Royal North Shore Hospital.
- Jennifer McConnell moves across as General Manager, Ryde Hospital having also recently acted in the role.

In recognition that the partnership relationship with Northern Beaches Hospital has evolved from when the hospital was first commissioned and given the importance of delivering health services across the ‘beaches’, James Stormon will act in the position of General Manager, Northern Beaches Health Services. This role will encompass executive responsibility for Mona Vale Hospital, the Manly Adolescent and Young Adult Hospice (AYAH) and Executive Lead for the Northern Beaches Hospital Partnership.

In addition to these arrangements, from Monday 4 September 2023, the Prevention and Response to Violence, Abuse and Neglect (PARVAN) service was realigned to report directly to the Chief Executive. This realignment is to acknowledge responding to violence, abuse and neglect is the responsibility of all District staff and ensure trauma informed care is prioritised across the District. Nicole Ikenberg, Chief Risk Officer will also report directly to the Chief Executive in line with similar practice in other large scale health services.

LGBTQI+ Project Officer

Recruitment is currently underway to the position of LGBTQI+ Project Officer, NSLHD, with interviews scheduled for Monday 18 September 2023. This role will report directly to the Chief Executive and will oversee the implementation of the NSW Health LGBTQI+ Health Strategy in the District. This strategy has an emphasis on building capacity to deliver high quality, safe and inclusive healthcare that is responsive to the unique and diverse needs of all members of the LGBTQI+ population. Particular areas of focus for this role include providing education, training and resources for staff to enhance awareness and capability in relation to LGBTQI+ health needs, working with services across the District to address gaps in the provision of healthcare for LGBTQI+ people and ensuring consistent data collection on sexuality, gender and intersex variations.

My first 120-day plan

All three areas of my First 120 Day Plan (*Listening & Learning, Key Milestones and Priority Focus Areas*) have seen significant progress over the past month. Of note, I have visited all major sites across the District and met with a significant number of internal and external stakeholders, including Ministry of Health colleagues, University and academic partners and local Members of Parliament. Over the past months, I have attended the Sydney Aboriginal Metropolitan Partnership meeting, the NSLHD Research, Innovation & Technology (RIT) Committee, the Breastscreen North Ryde opening and co-launched the Sun Safe Ambassador Program with Melanoma Institute Australia, to name just a few key milestone meetings. I have in collaboration with the broader District Executive continue to progress priority focus areas, with a particular focus on the RNSH Campus Master Plan (including Herbert Street Precinct), VAD, YAB, Diversity, Equity, Inclusion & Belonging (DEIB) and

research. All priority focus areas have a plan currently being actioned or to be actioned in the coming weeks.

NSW Ministry of Health Engagement

In the last month I was pleased to Chair the State LGBTIQ+ Health Strategy Implementation Committee and join the judging panel for the NSW State Health Awards for 2023.

Other Statewide Ministry engagement included attending the NSW Environmental Sustainability Steering Committee, the NSW Critical Care and Specialist Care Steering Committee and the Senior Executive Forum (SEF) meeting with a special theme on mental health.



Adjunct Professor Anthony M. Schembri AM
Chief Executive

Date: 14 September 2023