



Chief Executive's Board Report

August 2023

Contents

OVERALL PERFORMANCE

Patient Flow and Access	2
Financial Performance	3
Safety and Quality Indicators	4

CLINICAL CARE AND IMPROVEMENT

Clinical Governance and Patient Experience	4
Integrated Care	6

SERVICE UPDATES

Mental Health, Drug and Alcohol (MHDA)	7
Primary and Community Health (PACH)	7
Aboriginal and Torres Strait Islander Health Service	7
Health Counter Disaster	7

OUR STAFF

People and Culture	8
Nursing and Midwifery	8
Medical Services	9
Allied Health	9

RESEARCH AND INNOVATION

Service Improvement and Innovation	10
Research	11
Kolling Institute	11

DIGITAL HEALTH AND COMMUNICATIONS

Information, Communications and Technology	12
NSLHD Communications	12

PHILANTHROPY

NORTH Foundation	14
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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 (June 2023)

In June 2023, there were 18,646 presentations to NSLHD Emergency Departments, a decrease of 4.5% (19,502 presentations) when compared to June 2022.

Emergency Treatment Performance (ETP) for NSLHD was 57% in June 2023 against the overall target of 81%. This demonstrates a decrease of 1% when compared to June 2022 (58%).

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

NSLHD has 437 patients overdue for elective surgery as at the end of June 2023.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations June 2023		Change from June 2022
RNSH	7,047 presentations	↓	-2.4% (7,216)
HKH	3,907 presentations	↓	- 3.7% (4,055)
Ryde	2,439 presentations	↕	0.6% (2,424)
NBH	5,253 presentations	↓	-10% (5,807)
TOTAL	18,646 presentations	↓	-4.5% (19,502)

Emergency Department (ED) Presentations Results (Total NSLHD)



Transfer of Care (ToC) Results

Hospital	ToC June 2023	Change from June 2022
RNSH	75	No change
HKH	95	13% increase
Ryde	98	1% increase
NBH	93	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%	81%	81%	91%
RNSH	100%	81%	76%	82%	94%
HKH	100%	86%	83%	81%	90%
Ryde	100%	91%	90%	86%	86%
NBH	100%	86%	75%	76%	94%

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

Hospital	Target	June 2023
RNSH	5.33	5.32
HKH	4.51	4.43
Ryde	4.37	5.55

Legend

 Hospital on or above target

Financial Performance

NSLHD’s Net Cost of Service or July 2023 is not reported. Budgets for Financial Year 2023/24 will not be uploaded to the system until the end of September 2023.

Safety and Quality Indicators

Safety and Quality (July 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.5	0.5		≤ 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%	21.8%	-8.8%		≤ 13.0%	12.0%	1.0%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	90%	15.0%		≥ 75%	86%	10.8%
Unplanned Hospital Readmissions [#]		6.1%	6.5%	-0.4%		5.9%	6.1%	-0.2%

¹Data 2 month delay

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

Clinical Care and Improvement

Clinical Governance and Patient Experience

Consumer Engagement

NSLHD is currently updating the Royal North Shore Hospital (RNSH) Campus Master Plan which will guide the future use and development of the RNSH Campus. The consultation phase has begun, and consumer advisors have been invited to provide their contributions and input into the development of the Master Plan.

Patient Safety Culture Survey 2023

NSLHD’s second Patient Safety Culture Survey has closed, achieving a 30% response rate across NSLHD staff. Results from the survey will be presented to the NSLHD Executive on Monday 24 July, with Facility/Service level results presented to their corresponding executives throughout August.

Short Notice Assessment Preparation

NSLHD facilities and services are preparing for short notice assessments. All facilities and services are contributing to the development of a NSLHD Accreditation Portal to improve access to evidence and related resources and improve efficiencies in the collation of evidence across the District. Testing of the portal is underway and is expected to be officially rolled-out in late September 2023.

NSLHD Drug and Therapeutic Committee and NSW Formulary

The NSLHD NSW Formulary Advisory Group continues to systematically work through the requirements of the Formulary. Work continues with updating all affected procedures and guidelines, stock changes and alignment of pharmaceutical contracts.

An eMR formulary working group across CCLHD and NSLHD has been convened and it is working towards the introduction of visual icons in the electronic medical record when prescribing, to indicate formulary status. This solution is being built in eMR, with the aim to improve workflow and reduce delays due to formulary interventions.

NSLHD Voluntary Assisted Dying (VAD) Local Support Team

Members of the NSLHD Local Support Team for VAD commenced on 17 July 2023. These include Dr Jeffrey Liang and Dr Tegan Athavale as Medical Leads, and Hazel Blanco and Robyn Carroll as nursing Clinical Program Coordinators. Team members will be available to enhance clinician engagement and education prior to 28 November 2023 and act as a support team with authorised practitioners to provide VAD services post-implementation. Frameworks for how patients may seek VAD in acute, sub-acute and private institutions have been developed. The NSLHD VAD Procedure is also in development and will be submitted to the Implementation Steering Committee in August 2023.

Voluntary Assisted Dying (VAD) State-wide Services

Recruitment is progressing through successive waves with a second round of Visiting Medical Officers (VMOs), Care Navigators and pharmacists commencing shortly. NSLHD ICT continues to work with Manager Care Navigator Service and VAD Pharmacy Lead to develop tailored eMR and telephony systems. Negotiations on travel-related procedures, substance administration and disposal protocols, wellbeing support programs, and education and training for service staff are progressing. An all-day workshop is being coordinated by the Care Navigator Service for the VAD Community of Practice to consider shared coordination and planning issues affecting NSLHD and the state-wide service.

NSW Government Select Committee on Birth Trauma

The NSW Government has established a Select Committee on Birth Trauma. Submissions are currently being accepted and are publicly available on the Parliament of NSW website with submissions closing on 11 August 2023. The hearing will commence on 4 September 2023 and the committee will report its findings by 1 February 2024.

We are conscious that this inquiry and any subsequent media generated by it, may impact pregnant women and their families and our staff. Appropriate support services are being offered to staff, patients and their families who may be affected.

NSW Health are currently finalising a submission to the Select Committee on Birth Trauma that will highlight the high quality, women-centred care provided by our maternity services staff. It will also highlight our commitment to support women to make informed decisions about their maternity care and acknowledge that birth trauma is a real issue for some women who access our care.

Clinical Network Monthly Highlight – Rehabilitation and Aged Care

Frailty

The incidence of frailty in admitted patients is increasing. This underpins a number of hospital-acquired complications including fall and delirium and is associated with longer lengths of stay in hospital. NSLHD’s aged and chronic care services, as well as perioperative medicine, are leading the way in NSW using frailty screening that is harmonised with Primary Care to inform care. 18 NSLHD services are now using the FRAIL scale, a screening tool for frailty that is also being used in General Practice due to collaboration with the Sydney North Primary Health Network. Several research and quality improvement initiatives are in progress evaluating the impact of screening and frailty management. A case for change has been developed for systematic frailty screening to be undertaken for people aged 75 years and over at NSLHD’s “Front doors” to inform shared decision making about management options, including the management of frailty.

Geriatric Outreach Service

NSLHD’s Geriatric Outreach Service is built upon the collective innovation of the three teams it comprises. The service provides outreach to residential care and the community for frail and older people across the district’s catchment. The service is working to implement a guideline that supports the alignment of the three teams in providing care within 48 hours

ahead of likely presentations to emergency departments. Links with NSW Ambulance and virtual provision of some care are features of the service model. A dashboard is now being used to monitor and evaluate key service indicators and outcomes.

Older People’s Mental health

NSLHD Older People’s Mental Health is leading work with the Network to develop a model of care for extreme and severe Behaviour and Psychological Symptoms of Dementia (BPSD). Admitted services capable of accommodating people living with extreme and severe BPSD, are currently limited to Northern Beaches Hospital. Options are under consideration for a suitable location to establish a second unit to service other areas within NSLHD.

Rehabilitation Service Model

A NSLHD Rehabilitation Service Model developed in 2020 has been updated for 2023 and is currently being reviewed. Service priorities include the development of early supported rehabilitation on discharge for people with moderate to major disability, enhanced rehabilitation in acute care, consistency in outpatient rehabilitation service access in each sector, and development of pathways to rehabilitation for the main impairment groups. Implementation will see major steps towards sustainable and value-based rehabilitation in NSLHD.

Integrated Care

Remote Patient Monitoring (RPM) Implementation

The District governance group for RPM have identified patients with type 2 diabetes as a priority cohort for the RPM pilot. A series of consultation sessions have been undertaken to identify opportunities and barriers around the eHealth NSW RPM program for patients with type 2 diabetes. Patients with type 2 diabetes participating in an Insulin Stabilisation Program (ISP) has been identified as most suitable patient group.

Diabetes services at Royal North Shore and Mona Vale Hospitals will embed the RPM solution as part of their existing ISPs, with discussions underway with Hornsby Ku-ring-gai and Ryde Hospitals. This work will review differences between ISPs at each facility and identify areas for improved consistency in models to best deliver RPM across NSLHD.

Long COVID

Northern Sydney’s Long COVID service is continuing to the end of the calendar year with staff recruited to the broad multidisciplinary team. There has been a steady increase in the number of patients being referred to the service with the main issues relating to fatigue and brain fog. Patients’ social and financial circumstances are also becoming increasingly complex as the duration of a patient’s Long COVID increases. The service was featured on Channel 9 News on 21 July.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

MHDA has received funding from the Ministry for a new mental health program targeting children aged 0-5 years old. A community-based District-wide service will be developed to implement a new child-parent relationship program which includes comprehensive psychosocial supports for families.

Primary & Community Health (PACH)

BreastScreen NSW have procured mammography positioning chairs for all fixed BreastScreen sites in NSLHD. These chairs will enable women who require additional support to access local sites for mammograms. The chairs have been placed at North Ryde, Hornsby, Brookvale, St Leonards, Erina and Charmhaven sites. These chairs have been welcomed by staff and early feedback has been positive.

Aboriginal and Torres Strait Islander Health Service

Staff across the District celebrated and recognised the rich history, culture and achievements of Aboriginal and Torres Strait Islander peoples during NAIDOC Week from 3 to 7 July 2023.

Events were held at Ryde, Royal North Shore and Hornsby hospitals with traditional performances to celebrate this year’s theme: ‘For Our Elders’.

Counter Disaster

The Counter Disaster Unit are facilitating the NSW Telco Authority improvements to the Public Safety Network for Emergency Services within hospitals. The initial phase of this project has commenced with the preparatory work to map the sequence in which a coverage survey of the Hospitals can be completed.

The Business Continuity Management roll out continues with updated Business Impact Assessments by Service; near completed are Fire, Security and Engineering Business Continuity Procedures (BCP). The development of BCPs are underway for the provision of inpatient services with a focus on operating theatres, maternity services and aged care rehabilitation.

Our Staff

People and Culture

NSLHD Youth Advisory Board

NSLHD is establishing a new Youth Advisory Board (YAB). The NSLHD YAB will be a platform for staff aged 18 – 35 to advocate for the priorities of young staff. The NSLHD YAB members will oversee the development and implementation of initiatives relating to these priorities, working closely with the Chief Executive and other senior leaders. The NSLHD YAB will act as a forum to generate novel, innovative solutions and develop the leaders of the future. NSLHD is currently seeking expressions of interest from staff aged 18 to 25 years to join the YAB.

International Security Officers’ Day – 24 July

NSLHD celebrated International Security Officers Day on 24 July 2023. In recognition of the occasion, security officers were presented with a commemorative pin as a gesture of appreciation to our dedicated Security Officers who play a crucial role in ensuring the safety and wellbeing of our staff and all who attend our facilities. A variety of local celebrations, as well as social media posts of recognition occurred on the day.

Flexible Working

NSLHD remains focussed on strengthening the flexible working culture across the District. Following consultative focus groups in the first half of the year, the flexible working guidelines for NSLHD are currently being refreshed. In addition, People and Culture has commenced a collaborative project with Ryde Hospital to pilot a compressed work week flexible working arrangement for Nursing Unit Managers. It is expected that this pilot will commence in the final quarter of 2023.

Wage Negotiations

Recent industrial campaigning by Health Services Union (HSU) members led to a member vote regarding the latest offer from the NSW Government on Health awards (excluding Ambulance). 13,920 Member voters across the state voted (commenced 17 July 2023) to accept a one off \$3502 increment across applicable awards.

Anaesthetics Success Profile Project

People and Culture are collaborating with the Anaesthetics Department at Royal North Shore Hospital to establish an emotional intelligence assessment, including development of success profiles, to enhance recruitment activity.

Nursing and Midwifery

Practice Development, Quality & Safety Team

Nursing and Midwifery are working in partnership with the Organisational Development and Capability team to enhance preceptorship to support new graduates and staff. A framework that will guide the roles and responsibilities of preceptors, preceptees and managers, as well as training and ongoing professional development and support for preceptors to ensure sustainability and success is in development.

Midwifery Services

World Breastfeeding Week 2023 will be held from 1 to 7 August 2023. The theme set by the World Alliance for Breastfeeding Action for 2023 is: “Enabling breastfeeding: Making a difference for working parents.”

Workplace challenges remain the most common reason for women not to breastfeed or to stop breastfeeding earlier than recommended. The NSLHD Breastfeeding Network facilitates the implementation of the *NSW Health Policy - Protecting, promoting, and supporting*

breastfeeding and a large part of this work has been ensuring breastfeeding rooms are available for all staff in NSLHD, and processes are in place to facilitate equity of access to the spaces. The NSLHD Maternal, Neonatal and Women’s Health Network have provided information and resources for NSLHD staff seeking information about returning to work while breastfeeding and feeding room locations. Maternity services across the District will be celebrating World Breastfeeding Week with guest presentations from the Australian Breastfeeding Association and various awareness activities.

Nursing and Midwifery Research and Education

In July 2023, Nursing and Midwifery held workshops on the planning and development of quality improvement, research activity and qualitative analysis. NSLHD nursing staff participated in face-to-face consultations to develop research activities.

Associate Professor Eamon Merrick, Director Nursing and Midwifery Research NSLHD has been engaged in the development of research services and collaborations with NSLHD Research and the Kolling Institute.

Medical Services

The Assistants in Medicine Program (AiM), funded by the MOH saw 15 students from Sydney University commence an 8-week placement at RNSH on Monday 24 July, 2023. Three other AiMS groups will undertake placements between August and December with a total of 43 AiMs approved for this period.

NSLHD is participating in a NSW Health initiative; the International Medical Graduate Clinical Readiness Program. As a part of this program, eleven International Medical Graduates will undertake a 10-week supervised clinical placement based at either Royal North Shore Hospital, Ryde Hospital or a Mental Health Unit. The program is being co-ordinated by the Deputy Executive Director Medical Services, Dr Sridhar Vijayan and the program Director, Dr Pankaj Banga.

The Inaugural Royal North Shore Alumni Event was held on 27 July 2023. The Alumni event recognised and celebrated the service and significant contribution that 86 Senior Medical Alumni have made to Royal North Shore Hospital and welcomed the appointment of 29 newly appointed Staff Specialists.

Allied Health

A project has commenced to establish an Allied Health Assistant (AHA) Network facilitating professional development and networking for AHA’s across all NSLHD sites and disciplines. This will address opportunities identified by the Ministry of Health Horizon Scanning Report for Allied health Assistants published in September 2022.

Consultation with AHA’s and their managers is ongoing to identify priorities for professional development. This project will include running education sessions with internal and external providers, providing opportunities for AHA’s to network across the sites and re-establishing TAFE AHA student placements.

Research and Innovation

Service Improvement and Innovation

eReferrals

By the end of July 2023, more than 110 outpatient services across Hornsby Ku-ring-gai, Ryde, Mona Vale and Royal North Shore Hospitals and Primary & Community Health will go live for electronic referrals (eReferrals). Services include aged care, paediatrics, diabetes, rehabilitation, hepatology, haematology, burns, clinical genetics, breast, long COVID, sexual health and intelligence disability.

HealthLink eReferrals systems in NSLHD were introduced in August 2022. About 3000 eReferrals have been received to 25 available services from more than 130 different GP practices. NSLHD have been working in collaboration with the Sydney North Primary Health Network to engage and educate GPs on the system. NSLHD have recently visited GP practices and received positive feedback from GPs and hospital staff on the benefits of eReferrals.

Next steps are to expand eReferrals to include more clinics in allied health, paediatric community services, pain and cardiology.

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

Early Evidence Collection has been implemented in all NSLHD hospital emergency departments in line with the NSW Health Sexual Assault Early Evidence Collection Guideline. PARVAN will continue to support and monitor implementation.

Planning is underway for the promotion of Child Protection Week across the District, including a PARVAN Services Forum to be held on 5 September 2023 with guest presenters.

Domestic Violence Routine Screening (DVRS) continues to be embedded in business as usual at Royal North Shore Hospital’s emergency department following the successful completion of the pilot program. The NSLHD PARVAN Service will continue to support DVRS at Royal North Shore Hospital.

The NSLHD PARVAN Pregnancy Family Conferencing (PFC) Coordinator has been appointed and will commence in late August 2023. PFC works to reduce the risk of babies being assumed into care following birth where current child protection concerns exist. The coordinator position will bring an enhanced service delivery model across the District with improved governance structures.

Hospital in the Home (HITH)

In June 2023, the HITH service was restructured to align with the NSLHD Virtual Care Service. This structure will provide opportunities to increase hospital avoidance strategies across the District and improve patient outcomes.

Research

Ethics and Governance Key Performance Indicators

Q1 2023 Ethics and Governance applications doubled in comparison to the previous quarter. NSLHD KPIs were below Ministry targets however this was expected given the growth in application numbers and staff turnover in the team and a realignment in reporting lines in Q1. Upon realignment of the team a full review of staffing, processes, procedures, and impediments to achieving turnaround times within Ministry agreed timeframes was undertaken. As well as the implementation of a new internal structure within the ethics and governance team, a number of process and management changes were implemented. These changes have been reflected in Q2, 2023 metrics. The volume of applications remains high however metrics are well within the Ministry targets, at 87% approval within 90 days for ethics, and 86% approval within 60 days for governance.

Human Research Ethics Committee

NSLHD welcomes a new Human Research Ethics Committee Chair, Dr Greta Ridley. Greta comes was previously the Director, Research Office, Children’s Medical Research Institute. Acting HREC Chair, A/Prof Dane King will return to his role as Deputy, HREC.

Sydney Health Partners

The Sydney Health Partners Forum was recently held on 19 July 2023. The District was well-represented, and the success of the NSLHD implementation science fellows was noted.

Kolling Institute

Kolling Institute Symposium

As part of the Kolling Institute Strategic Plan 2021 – 2025 implementation, the Kolling Institute will host an Institute-wide research symposium, in late November 2023. The theme of the symposium is: “Collaboration, Innovation, and Wellbeing” with an emphasis on empowering early and mid-career researchers across pre-clinical, translational, and implementation sciences.

Data and Informatics Research Enabler

The Kolling Institute have received funding from NSW Health to increase the Institute’s research capacity in genomics, bioinformatics, health informatics, and statistics.

Digital Health and Communications

Information, Communication & Technology (ICT)

eMR Comprehensive Care Pilot Phase 2

Training has commenced for phase 2 of the Comprehensive Care Plan, which pilots eMR solutions for visibility and goals of care. This initiative links information from risk screening and assessment care pathways and other components of eMR, providing a single accessible view of patient information improving efficiency for clinicians and patients receiving care.

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

Workflow analysis is currently being validated for the VAD Care Navigator and Pharmacy services. Design and build for all eMR components are underway with demonstrations planned for early August. Workflow analysis to enable the implementation of the Amazon Connect call centre system has been completed. The capital works upgrade for the Care Navigator team office is on track.

Medical Handover

The Medical Handover tool was implemented at the pilot site, Royal North Shore Hospital on 4 July 2023. The feedback from senior and junior medical officers has been positive. The design for this local initiative was developed in consultation with medical officers across NSLHD and aims to improve communication of critical patient information.

Single Digital Patient Record (SDPR)

eHealth NSW have scheduled sessions with the senior executives in NSLHD to provide an update on the SDPR program and to complete an assessment on the District’s readiness to implement the program. This exercise will also inform the sequence for the rollout of the SDPR solution. Final contract negotiations are underway with the selected vendor.

Implementation of MOSAIQ system for Cancer service in Hornsby Hospital

Local configuration of the MOSAIQ system has been completed for Hornsby Hospital and training is underway. The service will accept patients from 31 July.

NSLHD Communications

Internal Communications

- Board Chair call for nominations for the NSLHD Board Honour Roll.
- All-staff email introducing the new Chief Executive NSLHD.
- Chief Executive email to staff encouraging participation in September.
- Announcement of NSLHD’s Employee Value Proposition program.
- Acting Chief Executive email on Patient Safety Culture Survey participation.
- Joint email broadcast from Chief Executive and Director Aboriginal and Torres Strait Islander Health Service for NAIDOC Week.
- Academic Director of Kolling Institute broadcast to researchers on Northern Sydney (Arabanoo) Precinct Research Showcase.
- Two NSLHD newsletters were published in this period.
- The Kolling Institute Year in Review 2022 was published in this period.

External Media

- Triple J and ABC News featured the Manly Adult and Young Adolescent Hospice.
- Channel 9 featured the NSLHD Long COVID Service and interviewed staff and patients.

- The Sydney Morning Herald published an article on mental health beds and Northern Beaches Hospital.
- ABC Radio Mornings program aired a story on mental health beds at Northern Beaches Hospital.
- The Bush Telegraph published an article on the Hornsby Hospital volunteers.
- The Sydney Morning Herald published a story on Australia’s space medicine community, following an event co-ordinated by the Kolling Institute and the Australasian Society of Aerospace Medicine.
- North Shore Times, Mosman Daily and Wentworth Courier featured Associate Professor Sarah Glastras on the latest approach for the management of Type 2 diabetes.

Social Media

Platform	July 2023	% Change from June 2023
Facebook	41,271 followers	↑ 0.1% (41,220 followers)
LinkedIn	14,163 followers	↑ 2% (13,876 followers)
Instagram	1,331 followers	↑ 6% (1,257 followers)
Twitter	2,244 followers	↓ -1% (2,257 followers)

Projects

- Worked with the Director People and Culture NSLHD to prepare STEPtember promotion material.
- Assisted with the external launch of NSLHD’s Employee Value Proposition.
- 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.
- Coordinated filming for maternity services website.
- Coordinated implementation of NSW Government branding.
- Created new website pages for NSLHD services.
- Assisted project team with RNSH Campus Master Plan 2023.
- Planned for opening of RNSH total PET scanner.
- Planned for opening of BreastScreen NSW in Ryde.
- Chief Executive video message to staff.

Upcoming events

- Expansion of Urgent Care Services announcement (3 August 2023)
- Opening of the new North Ryde BreastScreen NSW Centre
- Wear it Purple Day (25 August 2023)

Philanthropy

NORTH Foundation Update

End of Financial Year Key Stats

The NORTH Foundation saw an increase of 37% in total donations for FY 2022/23.

The number of district non-bequest donors has decreased, however the average donation amount has increased due to stronger donor and clinician stewardship and greater alignment with NSLHD.

Research donations increased by 200% and the level of donor renewal has also increased significantly by 297.1% for FY 2022/23.

Chief Executive

I would like to take this opportunity to acknowledge and note my appreciation for the warm welcome I’ve received from across the District. I would like to extend a special thanks to Alison Zecchin for her generous assistance over the past month as Acting Executive Director Operations NSLHD whilst Lee Gregory has been enjoying his much-deserved leave.

May I also offer thanks to Trevor Danos AM, Board Chair NSLHD and Professor Emerita Mary Chiarella AM, Deputy Board Chair for their generosity of time in supporting my onboarding.

I have been very impressed by the commitment shown by all our people across our facilities and services in promoting and creating opportunities and safety and in developing innovative models of care.



Adjunct Professor Anthony Schembri AM
Chief Executive

Date: 11.08.2023