



# Acting Chief Executive's Board Report

March 2023

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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 (January 2023)

In January 2023, there were 19,290 presentations to NSLHD Emergency Departments, an increase of 9% (17,586 presentations) when compared to January 2022.

Emergency Treatment Performance (ETP) for NSLHD was 64% in January 2023 against the overall target of 81%. This demonstrates an increase of 3% when compared to January 2022 (61%).

Overall Transfer of Care (ToC) for NSLHD was 93% in January 2023 against the target of 90%.

NSLHD had 737 patients overdue for elective surgery as at the end of January 2023.

#### Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations January 2023		Change from January 2022
RNSH	7,023 presentations	↑	14.7% (5,990)
HKH	3,772 presentations	↑	13.7% (3,254)
Ryde	2,549 presentations	↑	5.6% (2,405)
NBH	5,946 presentations	↑	0.2% (5,937)

#### Transfer of Care (ToC) Results

Hospital	ToC January 2023		Change from January 2022
RNSH	86		No change
HKH	95		No change
Ryde	99	↑	8% increase
NBH	98		No change


#### 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%	89%	81%	82%	93%
RNSH	100%	81%	78%	84%	97%
HKH	100%	89%	80%	81%	94%
Ryde	100%	95%	90%	86%	95%
NBH	100%	90%	76%	76%	87%

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

Hospital	Target	January 2023
RNSH	5.62	5.32
HKH	4.52	4.62
Ryde	4.29	5.61

**Legend**

 Hospital on or above target

**Financial Performance****General Fund***Overview*

In February 2023, NSLHD recorded a Net Cost of Service (NCOS) of \$2.7M (1.9%) favourable, and 9.9M (-0.87%) unfavourable year to date. This includes the incremental costs related to the COVID-19 response.

After adjusting for the impact of the COVID-19 response, NSLHD recorded a NCOS of \$1.5M favourable for February 2023 and \$3.3M (-0.3%) unfavourable year to date. NSLHD and each Hospital and Service are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial stability.

*Total Expenses*

In February 2023, NSLHD recorded \$1.5M (0.11%) favourable year to date after adjusting for the impact of COVID-19.

Overall year to date COVID-19 expenses is \$34.6M, which is composed of COVID-19 clinics, testing, vaccinations, and outsourced patient services activities.

*Revenue*

In February 2023, NSLHD recorded \$3.8M (-1.9%) unfavourable year to date.

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

*Other item/s*

As at February 2023, the NSLHD general fund bank account balance was \$3.564M.

## Safety and Quality Indicators

Safety and Quality (February 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>1*</sup>		≤ 1.0	0.6	0.4		≤ 1.0	0.9	0.1
ICU CLAB Infection Rate <sup>1*</sup>		= 0.0	2.5	-2.5		= 0.0	0.2	-0.2
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days <sup>1</sup>		≤ 13.0%	10.2%	2.8%		≤ 13.0%	10.8%	2.2%
MH: APDC Follow Up Within 7 days <sup>1</sup>		≥ 75%	79%	4.0%		≥ 75%	83%	7.8%
Unplanned Hospital Readmissions <sup>#</sup>		6.0%	5.5%	-0.5%		5.9%	5.9%	0%

<sup>1</sup>Data 2 month delay

<sup>#</sup>Unplanned Hospital Readmissions targets are prior year actual.

## Clinical Care and Improvement

### Clinical Governance and Patient Experience

#### NSW State-wide Voluntary Assisted Dying Care Navigator and Pharmacy Services

NSLHD will host the NSW State-wide Voluntary Assisted Dying *Care Navigator* and *Pharmacy Services* which will both be operational by 28 November 2023. The Director of Clinical Governance and Patient Experience NSLHD is leading the design and establishment of these services in collaboration with the Ministry’s Voluntary Assisted Dying Implementation Team.

#### Safety and Quality Essentials Pathway

The inaugural NSLHD Applied Safety and Quality Program commenced in February 2023. There are 17 multidisciplinary staff participating in the 12-month program to develop their capability to lead and enhance safety, quality, and person-centred care. Participants will lead a quality improvement project aligning with the NSLHD Strategic Plan 2022 – 2027 as part of the program.

#### Real Time Patient Experience Survey (RTPES)

The Clinical Governance and Patient Experience Unit are currently focusing on increasing the RTPES response rate from 25% to 30% by June 2023. Strategies to increase the response rate include patient education resources and supporting staff to raise awareness of the survey to consumers.

#### District Drug and Therapeutic Committee and NSW Formulary

In February 2023, the inaugural NSLHD District Drug and Therapeutic Committee (DTC) was convened, with over 40 specialised clinicians across NSLHD in attendance.

Professor Sarah Hilmer was appointed as the Chair, and Ms Jenny Crane as the Deputy Chair. The Committee will continue to meet monthly.

## Clinical Network Monthly Highlight

### **Musculoskeletal, Integumentary and Trauma (MIT) Network**

The development of the new Clinical Services Plan (CSP) 2023-2028 will further inform the strategic direction for the Network, aligning with the NSLHD Strategic Plan 2022 – 2027.

In 2023 the Network will continue to address the impact of COVID-19 on planned elective surgery. This includes exploring the potential redistribution of orthopaedic surgery using the existing available infrastructure at NSLHD.

The Network also aim to further develop its governance structures and provide further opportunities for oversight of the CSP priorities and clinical strategic initiatives. This will also allow for increased monitoring of clinical safety and quality indicators.

A recent study was published by Stanford University that identified the top 2% of researchers in the world across individual fields. 15 researchers from the Kolling Institute were highlighted in the study, of which a significant number are part of the MIT Network.

### **Integrated Care**

#### **Direct NSW Ambulance referrals:**

Work is ongoing to enable a greater number of NSW Ambulance referrals to key NSLHD services, including:

- Aged Care Rapid Response
- Hospital in the Home
- Virtual Care Service
- Palliative Care
- Mental Health
- Community Nursing

A NSW Ambulance phone and triage line will soon be available in the NSLHD Virtual Care Service. This will provide NSW Ambulance with a single point of contact for NSLHD services, and the opportunity to seek advice from a Virtual Care Service clinician.

### **Service Updates**

#### **Mental Health, Drug & Alcohol (MHDA)**

The new Hornsby Ku-Ring-Gai Hospital Psychiatric Emergency Care Centre opened on 14th February 2023. The purpose-designed space has a capacity of 6 beds and will provide care and treatment for patients requiring emergency mental health admissions.

#### **Primary & Community Health (PACH)**

The PACH Recognition and Excellence Awards for 2022 were recently held, with 52 staff members in attendance for the celebration. The winners of each category were invited to the NSLHD Exceptional People Awards event in March 2023.

#### **Aboriginal and Torres Strait Islander Health Service**

The NSLHD Aboriginal and Torres Strait Islander Health Service attended the launch of the Catholic Care Diocese of Broken Bay, Aboriginal and Torres Strait Islander Playgroup Opening held at Waitara Family Centre. The playgroup was opened following extensive community consultation and yarning circles.

The playgroup will run on a weekly basis and provides an environment for Aboriginal and Torres Strait Islander children and their families to engage in play and cultural activities.

The NSLHD Aboriginal and Torres Strait Islander Health Service staff recently attended the 2023 Stepping Up forum. The forum provided networking opportunities for Aboriginal and Torres Strait Islander staff members across NSW.

## Counter Disaster

Emergency Procedures training has been provided to staff at the new Adolescent and Young Adult Hospice. Additionally, a number of tabletop exercises have been held to inform the strategies and procedures in clinical services, as per the Business Continuity Management policy directive from the Ministry.

## Our Staff

### People and Culture

#### **Flexible Working: Listen & Learn Focus Groups**

A number of focus group sessions were held in February exploring flexible work practices for NSLHD staff members. Dedicated sessions were held for specific cohorts of workers, including frontline workers, managers, and administrative staff. The Human Resource Business Partner team is currently working through the gathered insights from these sessions and planning for next steps.

#### **International Women’s Day – 8 March**

International Women’s Day will be on 8 March with the theme for 2023 being Embrace Equity. On the day, there will be opportunities for all NSLHD hospitals and services to celebrate, connect, acknowledge, and understand the ways we can all embrace equity in the workplace.

#### **NSLHD LGBTIQ+ Health Symposium 2023**

The NSLHD People and Culture directorate are providing support to the NSLHD LGBTIQ+ Network with all aspects of the inaugural NSLHD LGBTIQ+ Health Symposium, which will be held on 10 March 2023. The symposium will incorporate a hybrid model of delivery to include face to face and digital for staff across NSLHD and from other affiliated organisations.

#### **Thrive Leadership Development Program**

The newly branded THRIVE leadership development program is a multi-disciplinary, purpose-built program designed around the capabilities that leaders need to flourish and achieve team success. The first cohort of the program will commence in March 2023.

#### **2023 Healthcare Worker Influenza Vaccination Program**

Planning is underway for the Annual ‘Fluvax’ Program for 2023. It is expected that the vaccine will be available from mid-April and throughout May in 2023. The influenza vaccination is provided free to all NSW Health staff members.

## Nursing and Midwifery

### Clinical Practice, Quality & Safety Team

#### *Hospital Acquired Complications (HACs) - Education for Nurses and Midwives*

A number of online modules have been identified which are relevant to HACs. An awareness campaign is in development to encourage NSLHD nurses and midwives to complete the training. This aims to improve Hospital Acquired Complications across NSLHD hospitals and services.

### Patient Access and Logistic Service (PALS)

PALS has undertaken a business analysis in partnership with the NSLHD Information Communications and Technology team. The aim of the analysis is to develop and enhance PALS business and workflow practices in a digitally enabled way, reducing process inefficiency and waste, whilst maximising value from existing resources to increase service and personnel productivity.

PALS has partnered with the Nursing and Midwifery Directorate and Executive Director Operations to commence a review and redesign of the NSLHD Patient Flow Teleconference. The aim of this work is to enhance stakeholder engagement and NSLHD governance to positively impact patient flow and ensure priority outputs are actioned.

### Nursing and Midwifery Research and Education

There are 15 research studies underway in numerous nursing disciplines including emergency and mental health. Research studies are also being conducted around cognitive bias, condition, predictors of emergency admission, impact of covid and nurse-initiated guidelines.

### Nursing and Midwifery Workforce Team

#### *Transitional Enrolled Nurses*

Interviews were held in late February 2023, with reference checks underway for suitable candidates. The new cohort will commence on 27 March 2023.

#### *GradStart 2023*

The first group of GradStart participants for 2023 commenced in February 2023 in the areas of midwifery, neonatal intensive care (NICU), intensive care (ICU) and peri-operative services at RNSH. The next group of GradStart participants are due to commence in March 2023.

## Medical Services

Updated Junior Medical Officer (JMO) wellbeing assessment templates have been rolled out across NSLHD facilities with data being collected on a monthly basis. The NSLHD Board JMO Wellbeing Committee will reconvene on a bi-annual basis commencing in July 2023.

## Allied Health

In partnership with the Organisational Development and Capability (ODaC) team, the Allied Health Leading Teams in the Clinical Workplace workshops returned face to face. The workshop aims to elevate allied health professionals to develop leadership skills.

NSLHD are working with the Australian Film Television and Radio School (AFTRS) to provide a tailored education and training webinar for allied health clinicians to further provide Telehealth services to patients, their families, and carers.



## Research and Innovation

### Service Improvement and Innovation

#### **eReferrals**

NSLHD is transitioning to electronic referrals for all outpatient services. 25 services in NSLHD have launched eReferrals successfully since August and November 2022. eReferrals is being made available to other services and this is expected to occur in May 2023.

eHealth plans to launch the state-wide referral management system in NSLHD later this year and this will integrate eReferrals with NSLHD systems.

### Research

#### **Acknowledgement of Cancer Researchers**

A number of cancer researchers from NSLHD have been profiled as belonging to the global top 2% researchers in an international study led by Stanford University, USA. Researchers acknowledged in the study were: Prof Dale Bailey, A/Prof Angela Chou, Prof Stephen Clarke, Prof Alexander Engel, Prof Anthony Gill, Prof Ian Kerridge, Prof Georgina Long, A/Prof Alex Menzies, A/Prof Byeonsang Oh, Prof Nick Pavlakis, Prof Bruce Robinson, Prof Jas Samra , Prof Stan Sidhu, Prof Andrew Spillane and A/Prof Mark Sywak.

#### **Kolling Institute**

More than a dozen researchers from the Kolling Institute have been profiled in the Stanford University study. The following Kolling Institute Professors were named in the study: Rob Baxter, Paul Glare, David Hunter, Michael Nicholas, Ashley Craig, Lyn March, Ian Cameron, Lisa Harvey, Carol Pollock, James Elliott, Manuela Ferreira, Chris Little, James Middleton, Mark Molloy, Gemma Figtree, and Sarah Hilmer, and Rory Clifton-Bligh.

## Digital Health and Communications

### Information, Communication & Technology (ICT)

#### **Network Strategy**

The State Health Grade Enterprise Network (HGEN) initiative aims to ensure a fit-for-purpose and regularly maintained network campus infrastructure which connects all facilities and care settings, within each campus.

All Health entities will be required to adhere to State-wide standards for network infrastructure, design and purchase of network infrastructure, along with associated managed services from a State-wide panel of providers.

#### **Cyber Security**

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

A program facilitated by Cyber Security NSW and NSLHD Counter Disaster Unit was recently held. The program was well attended by NSLHD Executive staff, as well as NSLHD subject matter experts and ICT response teams.





### NSLHD Communications

#### **Internal Media**

- Chief Executive communications on the People Matter Employee Survey and progress of initiatives were released
- Chief Executive and Board Chair NSLHD communications were sent to Junior Medical Officers, offering wellbeing support initiatives
- The Kolling Academic Director provided a communication to Kolling researchers on their achievements being recognised as world-class researchers
- One NSLHD newsletter was published

#### **External Media**

- The Guardian newspaper is working with RNSH menopause experts on a podcast series to air in April 2023
- A media release was prepared and issued on the new Adolescent and Young Adult Hospice in Manly welcoming the service’s first patient
- The Sydney Morning Herald interviewed Manly MP James Griffin with the first patient at the Adolescent and Young Adult Hospice
- Professor David Hunter appeared on ABC Radio discussing his large-scale clinical trial of using stem cells to treat knee osteoarthritis
- The Daily Telegraph featured Dr Emily Colvin on her ground-breaking work on the genetic influences contributing to ovarian cancer

Platform	February 2023	% Change from January 2023
Facebook	40,948 followers	 0.2% (40,878 followers)
LinkedIn	13,022 followers	 1.5% (12,826 followers)
Instagram	916 followers	 2.3% (895 followers)
Twitter	2,244 followers	 0.4% (2,234 followers)

### Projects

- Assisted ABC TV Catalyst program with filming patients and staff on the organ donation process for a special feature
- Development of the Kolling Institute Year in Review is underway
- Assisted with NSLHD Exceptional People Awards 2022
- Organised Member for Willoughby visit to meet graduate nurses
- Assisted with NSLHD Quality and Improvement Awards 2023
- Provided support to the NSLHD Diversity Inclusion, Equity and Belonging strategy and initiatives
- Developed collateral for International Women’s Day
- Planned for the Advancing Women in Medical Leadership conference
- Provided communication support to LGBTQIA+ Symposium
- Facilitated with Minister and MP visits to NSLHD hospitals
- Provided support to Ministry of Health for policy launch held at Kolling auditorium
- Supported SERT institute with Ray Hollings Awards event
- Worked with People and Culture on Employee Value Proposition campaign
- Assisted NSLHD Maternity Services with website design and production

### Upcoming Events

- International Women’s Day (8 March)
- Exceptional People Awards 2022 (9 March)
- Close the Gap Day (17 March)
- Kolling Academic Precinct Launch (17 March)
- Harmony Day (20 March)
- SERT Awards (27 March)

## Philanthropy

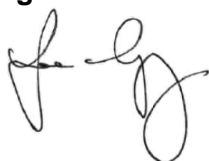
### NORTH Foundation Update

The NORTH Foundation recently launched their Annual Report 2021 – 2022 which is publicly available on the Foundation’s website.

The NORTH Foundation Christmas Appeal officially closed, raising funds to support a number of disciplines across NSLHD hospitals and services.

The Foundation are currently recruiting for a Bequests & Planned Giving Manager to increase philanthropic giving and further grow the bequests pipeline.

Lee Gregory  
**Acting Chief Executive**



14 March 2023