



Acting Chief Executive's Board Report

May 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 (March 2023)

In March 2023, there were 20,645 presentations to NSLHD Emergency Departments, an increase of 4.2% (19,815 presentations) when compared to March 2022.

Emergency Treatment Performance (ETP) for NSLHD was 60% in March 2023 against the overall target of 81%. This demonstrates an increase of 2% when compared to March 2022 (58%).

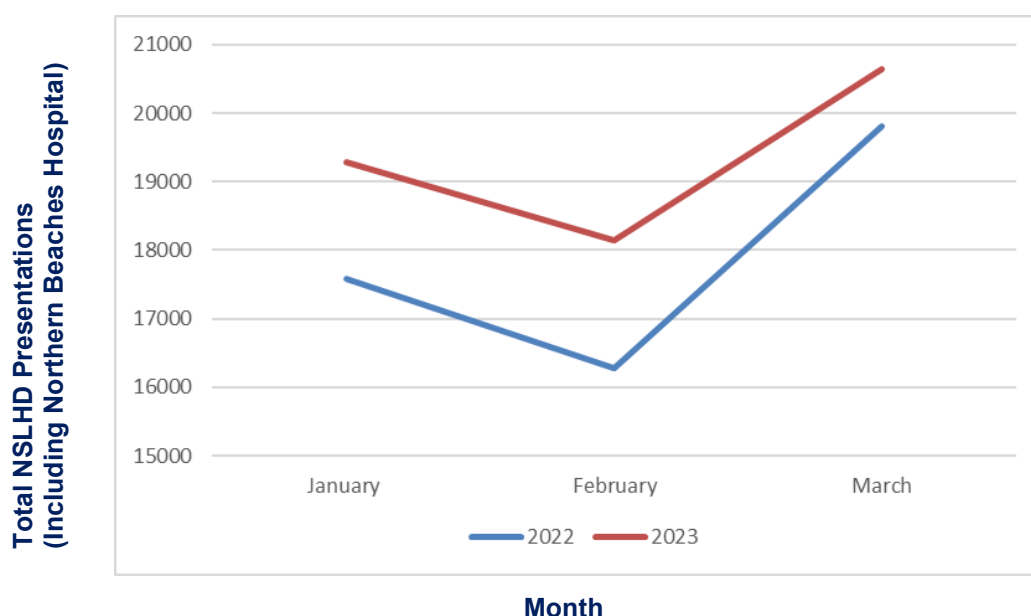
Overall Transfer of Care (ToC) for NSLHD was 88% in March 2023 against the target of 90% an improvement of 2% on March 2022.

NSLHD had 635 patients overdue for elective surgery as at the end of March 2023.

Emergency Department (ED) Presentations Results (By Hospital)

Hospital	ED Presentations March 2023		Change from March 2022
RNSH	7,732 presentations	↑	4.9% (7,369)
HKH	4,212 presentations	↑	6.9% (3,940)
Ryde	2,694 presentations	↑	11.8% (2,409)
NBH	6,007 presentations	↑	1.5% (6,097)

Emergency Department (ED) Presentations Results (Total NSLHD)



Transfer of Care (ToC) Results

Hospital	ToC March 2023		Change from March 2022
RNSH	70	↓	2% decrease
HKH	97	↑	9% increase
Ryde	99	↑	7% increase
NBH	98		No change

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%	84%	77%	80%	92%
RNSH	100%	74%	62%	76%	90%
HKH	100%	88%	82%	86%	95%
Ryde	100%	89%	88%	85%	90%
NBH	100%	84%	76%	72%	93%

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

Hospital	Target	March 2023
RNSH	5.62	5.34
HKH	4.52	4.54
Ryde	4.29	5.59

Legend

● Hospital on or above target

Financial Performance**General Fund***Overview*

In April 2023, NSLHD recorded a Net Cost of Service (NCOS) of \$0.08M (-0.0%) unfavourable, and \$14.0M (-0.96%) 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 \$0.22M unfavourable for April 2023 and \$5.3M (-0.37%) 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 April 2023, NSLHD recorded \$0.03M (0.0%) favourable year to date after adjusting for the impact of COVID-19 for expense.

Overall year to date COVID-19 expenses is \$39.4M, which is composed of COVID-19 clinics, testing, vaccinations, and outsources patient services activities.

Revenue

In April 2023, NSLHD recorded \$2.3M (-0.92%) unfavourable year to date for revenue. \$5.5M of revenue Efficiency Improvement Plans have been submitted with more being developed to improve our revenue position.

Other item/s

As at April 2023, the NSLHD general fund bank account balance was \$4.859M Under the Ministry of Health Cash Management Reform initiative, all outgoing payments from NSLHD are paid centrally by HealthShare NSW. The Ministry of Health sweep the NSLHD general fund bank account fortnightly.

Safety and Quality Indicators

Safety and Quality (April 2023)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.8	0.2		≤ 1.0	0.9	0.1
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.2	-0.2
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ¹		≤ 13.0%	11.2%	1.8%		≤ 13.0%	10.6%	2.4%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	82%	7.1%		≥ 75%	86%	10.5%
Unplanned Hospital Readmissions [#]		5.6%	6.4%	0.8%		5.9%	6.0%	0.1%

¹Data 2 month delay

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

Clinical Care and Improvement

Clinical Governance and Patient Experience

NSW State-wide Voluntary Assisted Dying (VAD) Care Navigator and Pharmacy Services

Planning for implementation of the state-wide VAD Care Navigator Service is progressing. Capital works for the accommodation site are underway with completion expected by late-September 2023. Progress has been made in procuring and designing appropriate ICT systems to support the service. The recruitment of key roles for the VAD program is progressing well.

Quality and Improvement Awards 2023

A total of 50 entries to the NSLHD Quality and Improvement Awards 2023 have been received. Eight judging panels comprised of senior managers, clinicians, non-clinical staff, and consumer advisors have commenced judging the initiatives that have improved the quality of care provided to our patients, consumers, and community. The finalists across the eight award categories will be announced to all staff on 24 May 2023, and the winners will be announced at the Awards ceremony on 29 June 2023. Finalists will be considered for NSLHD’s nominations to various state and national awards (i.e., NSW Health Awards, Premier’s Awards and Australian Council for Healthcare Standards Awards).

Patient Safety Culture Survey 2023

Planning has commenced for the second NSLHD Patient Safety Culture Survey, which will be conducted from 5 June – 2 July 2023. In partnership with Insync Health Pty Limited, the survey will assess the perceptions of all staff (clinical and non-clinical) in relation to patient safety issues, medical errors, and event reporting across NSLHD hospitals and services. The survey consists of a standardised set of questions validated by the Australian Commission on Safety and Quality in Healthcare, as well as several district-focussed questions to target local priorities.

In addition to NSLHD staff, HealthShare NSW and NSW Health Pathology staff who work at NSLHD facilities will also complete the survey. Results will be used to assess the changes in safety culture at both the local and service level since the first survey in 2021 and further identify focus areas for NSLHD facilities and services. Results from the survey will be available in early August 2023.

Prevention and Response to Violence Abuse and Neglect (PARVAN)

NSLHD now provides integrated psychosocial, medical/forensic services to children following a recent sexual assault during business hours from Monday to Thursday. Work is underway to expand this service delivery model to 24/7.

A restructure was recently completed to transition the Sexual Assault Service to a ‘whole of life’ model under PARVAN. All clients of NSLHD who have experienced sexual assault, irrespective of age are offered a psychosocial service by the Sexual Assault Service by skilled and experienced staff.

A centralised Referral Management and Early Response Service has been implemented to ensure clients, external stakeholders and internal health workforce have access to timely, integrated and comprehensive care and support irrespective of which PARVAN Service they are wishing to access.

Implementation of the NSW Health Sexual Assault Early Evidence Collection Guideline across all District acute facility Emergency Departments is on track for completion in June 2023.

Staff wellbeing remains a focus of the PARVAN Management Team, with work underway to recruit to hard-to-fill positions, and enhance FTE where clinical, workforce and reputational risk is identified.

PARVAN is partnering with the Aboriginal and Torres Strait Islander Health Service to progress the Safe Wayz Program for children under the age of ten with problematic and harmful sexual behaviours.

Integrated Care

Remote Patient Monitoring

In partnership with Central Coast LHD, NSLHD are commencing an earlier version of Telstra’s My Care Manager prior to the version which will be rolled in November 2023. This will enable the service to continue building models for Diabetes ahead of November’s implementation of My Care Manager version 2.0.

Other models for implementation are also being investigated across NSLHD, in heart failure, pulmonary rehabilitation, and aged care disciplines.

HealthPathways

A draft plan for the next 18 months of HealthPathways has been developed. The plan focuses on pathways in demand from GPs and emerging priority areas from the LHD including Voluntary Assisted Dying, Social Prescribing and Long COVID.

Engagement with the platform remains high with over 12,000 page views in March 2023 compared with 9,000 in March 2021

Collaborative Commissioning

NSLHD continues to work closely with the Ministry of Health in highlighting successes from Year 1 of the Collaborative Commissioning project and identify priorities for Year 2.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

The pilot Police Ambulance Clinical Early Response (PACER) project is currently funded until 30 June 2023. PACER has been implemented in the Lower North Shore and Ryde areas with mental health clinicians recruited to work with local Police 2 days per week. This pilot has commenced following the success of the PACER program in Ku-ring-gai and Northern Beaches areas, and most notably around Emergency Department diversion.

Primary & Community Health (PACH)

The Multicultural Health Service has partnered with a pharmacy service in Dee Why to implement COVID-19 Booster Clinics for Tibetan refugees targeting vulnerable population groups and carers. This clinic is the result of consumer feedback regarding difficulties making appointments due to language barriers.

Aboriginal and Torres Strait Islander Health Service

The NSLHD Aboriginal & Torres Strait Islander Health Service held the Theresa Durante & Alana Rousselot Wall of Fame inductee ceremony on the 5th April 2023 in the Kolling Auditorium. The event was attended by NSLHD Executive, staff and members of the NSLHD Board.

Andrea Neville, patient and community member, Paula Willisroft, Director of People and Culture NSLHD and Kim Field, Director of Primary and Community Health NSLHD were formally recognised as inductees.

Counter Disaster

The NSW Police Simulation Operations Unit conducted Interactive Simulated Exercises with Willoughby / Lane Cove & North Sydney / Mosman Local Emergency Management Committees which NSLHD’s Counter Disaster Unit participated in. The exercise focused on an animal escaping, protest, heatwave, active bushfire in the area & NSW transport collapse.

The installations and witness test of the backup phone solution project now have been completed with the final installation at Macquarie Hospital. This infrastructure provides an addition strategy in the event of a telecommunication outage.

Our Staff

People and Culture

Administrative Professionals Day – 5 May

People and Culture will sponsor a district-wide event for NSLHD Administrative Staff on Friday 5 May. The event will provide an opportunity for professional development, networking, and celebration of the administrative staff at NSLHD. All administrative colleagues have been invited to attend, with an expected attendance of 70 in person registrations received. Further attendees will attend virtually. The event will include the inaugural NSLHD Administration Awards for which an abundance of nominations has been received. The Administrative Professionals Day celebration event is part of a larger program of work underway in supporting the professional development and career progression of administrative staff.

2023 Pride in Health and Wellbeing Awards

Members of the NSLHD LGBTIQ+ Network leadership group attended the 2023 Pride in Health and Wellbeing Awards on 5 April. This event recognises the achievements across the health, wellbeing, human services, and community care sector. Attendees found the event encouraging and insightful, highlighting areas in which NSLHD can further improve on Diversity, Equity, Inclusion and Belonging for LGBTIQ+ stakeholders and consumers.

Advancing Women in Medical Leadership Conference

The inaugural NSLHD Advancing Women in Medical Leadership Conference being held on 19 May 2023 has been opened to external attendees outside of NSLHD and shared with medical colleagues at each of the other local health districts. A range of exciting internal and external speakers have now been confirmed including, Dr Kerry Chant, Chief Health Officer NSW; Dr Marlene Kanga, Engineer STEM UNESCO; Professor Emma Johnston, Deputy Vice-Chancellor (Research) at the University of Sydney; Deb Willcox AM, Deputy Secretary Health System Strategy and Patient Experience; and Associate Professor Nada Hamad, Co-Chair of the Women in Medicine Programme, St Vincent’s Health Australia.

Supporting Psychosocial Wellbeing at Work - Workplace Behaviours Training

People and Culture have reinvigorated the managers training module on workplace behaviours. This module was piloted in April 2023 with high attendance and has received excellent feedback. This module is compulsory for all new managers to complete and aims to support managers support their teams in promoting acceptable workplace behaviour and is aligned with existing Speaking up for Safety training, Safe Behaviours Together program, and the Statement of Commitment to Creating a Safe Culture which was launched late March 2023.

Nursing and Midwifery

Nursing and Midwifery Operations

The new Nurse Educator for the Nursing and Midwifery Directorate has commenced. Sharon Minton will assist in the development of nursing policy and procedure, supporting the 24 new Transition to Practice Enrolled Nurses and complete of mandatory assessments for casual and agency nursing staff.

COVID-19 Response services continue with a range of in-home services being provided to the NSLHD community. These include PCR swabbing, blood taking, delivery of equipment such as oxygen saturation monitors to COVID positive patients, delivery of medication, transport to hospitals for review where required.

In April the Vaccination Hub at Royal North Shore Hospital commenced the delivery of a joint service with Staff Health in vaccinating over 14,000 staff with the mandated flu vaccine. The

service has also extended to the provision of pop-up outreach clinics, starting at Hornsby Ku-ring-gai Hospital for vaccination of staff and family. These pop-up clinics will continue across NSLHD over April and May.

Clinical Practice, Quality & Safety Team

The Clinical Practice, Quality and Safety Team within the Nursing and Midwifery Directorate are in the early stages of establishing a Nursing and Midwifery Leadership Academy. This initiative will support nurses and midwives at every stage of their career pathway under the five pillars: Leadership and Professional Development; Mentoring; Clinical Supervision; Preceptorship and Coaching; and Facilitation.

Nursing and Midwifery Workforce

GradStart & MidStart 2024

The Nursing and Midwifery Directorate workforce team in conjunction with the Organisational and Development and Capability team will attend an upcoming career expo with university partners to promote NSLHD as an employer of choice for the nursing and midwifery graduates in 2024. Discussions have been held with Directors of Nursing across NSLHD facilities and services to propose an increase to the Gradstart and Midstart cohort for 2024.

NSLHD and University of Technology Undergraduate Pilot

Work is progressing on the NSLHD and University of Technology undergraduate pilot program with a cohort of 100 nursing students and eight midwifery students expected to enter the program. Successful students will have the opportunity to attend all clinical placements during their degree within NSLHD facilities and services, and become Assistants in Nursing in their second year.

Nursing and Midwifery Research

In late April 2023, the NSLHD Nursing and Midwifery Research Centre welcomed Associate Professor Eamon Merrick as the new Director of Nursing Research Unit in a conjoint position with University of Technology Sydney.

Medical Services

Assistants in Medicine

A first tranche cohort of 14 Assistants in Medicine, funded by the Ministry of Health, commenced at NSLHD on 1 May 2023 to 30 June 2023 to provide invaluable experience for the Medical Students and contribute to the provision of service delivery to our patients.

Locum Agency Agreements

NSLHD is liaising with Junior Medical Officer Locum Agency providers to negotiate lower commission fees in preparation for the renewal of three-year Agreements from 1 July 2023. There is an emphasis on engaging agencies providing Psychiatrists to assist with addressing current workforce challenges.

Allied Health

Consultation is underway with allied health managers and department heads across NSLHD discipline for the NSLHD Allied Health Capability Framework Project. The public sector capability framework describes the core knowledge, skills and abilities required of all public sector employees in allied health, across all occupational groups. The capabilities across 4 core groups: personal attributes, relationships, results and business enablers and people management are being mapped to the relevant awards. The NSLHD Allied Health Capability Framework Project will assist in standardising role descriptions, recruitment and career planning for existing allied health staff.

Research and Innovation

Service Improvement and Innovation

Long COVID Service

Recruitment for medical, nursing and allied health staff is underway to utilise short-term Ministry of Health funding that will provide greater support for patients with long COVID.

Key to the model is leveraging NSLHD’s public and private health systems to ensure that patients receive access to the correct expertise, in a timely manner and as close to home as possible. The model will also leverage virtual mediums to ensure that patients can access advice and support at home.

Data collection will be critical to ensure that the model evolves based on clinical and patient feedback and that we can advocate for the model with the Ministry of Health in future financial years.

Research

Clinical Trials Accreditation

The first accreditation that includes clinical trials will be at Mona Vale in mid-June. The relevant research support and clinical governance teams have collaborated over the last six months in preparation for this accreditation, with support from Mona Vale Hospital staff.

Clinical Trial Management System (CTMS)

Many clinical trials unit staff have completed their training for CTMS and have commenced entering studies into the database. A new component of the system will soon be available and allows users to create electronic Investigator Site Files, store trial documents, and set up remote access for monitors. The NSLHD dedicated change manager will complete the project in the next few months, with NSLHD moving to a centralised model.

International Clinical Trials Day

Clinical Trials Day will be celebrated globally on 20 May 2023. NSLHD will mark this event with a hosted stand in the Royal North Shore Hospital Foyer on 22 May 2023, and a staff-oriented event held at the Kolling Institute on 23 May 2023. The Kolling Institute event will include a short series of presentations to highlight the success stories and significant contribution made by NSLHD’s clinical trial workforce.

Kolling Institute

On 30 June and 1 July, the Kolling Institute and the Australasian Society of Aerospace Medicine will host a key event profiling the latest developments in the space health industry. The Space Life Sciences and Health Colloquium will provide the opportunity to celebrate the growth of research collaboration in Australia as well as the recent launch of the Australian Space Agency, which has begun exploring Australia’s unique capacity to contribute to current and future spaceflight.

The Kolling Strategic Research Infrastructure Roadmap was recently reviewed and updated, which included targeted consultation with researchers. This prioritised investment list to support collaborative research infrastructure forms the basis for organisational research grant applications and philanthropy, in which the Kolling Institute has been highly successful in the past 12 months. Two new technical support roles have now also commenced in the Kolling Institute to ensure researchers receive training and have access to appropriate expertise in the use of research infrastructure.

Digital Health and Communications

Information, Communication & Technology (ICT)

Voluntary Assisted Dying Care Navigator Service

Work is progressing on setting up the ICT network infrastructure for the Care Navigator Call Centre. Discussions are underway to configure the telephony system and to determine any clinical documentation system requirements resulting from the various clinical workflows.

eMR Comprehensive Care

Technical system enhancements to address the outstanding issues have been developed and will be deployed in early May 2023, thereby addressing all issues identified during the pilot phase of the project for the Adult Risk Screening Assessment solution. The Safety and Quality team in eHealth NSW have been engaged.

Medical Handover Tool

Endorsement from Application Advisory Groups (AAGs) has been received for the medical handover tool. Planning for implementation date is underway.

This local initiative within eMR aims to improve communication and documentation required for handover between various clinical teams. The proposed solution will allow for a rapid medical handover and task management within eMR, streamlining into a one-screen solution. The tool will comply with the NSW Health Clinical Handover Policy Directive.

Rollout of eMeds at Manly Adolescent and Young Adult Hospice (AYAH)

Training and change management activities are underway to implement the electronic Medications Management at the AYAH facility. This will allow the site to transition from paper medication charts to electronic prescribing, aligning with other NSLHD facilities and services.

NSLHD Communications

Internal Media

- Chief Executive launched the People Plan and the district’s Diversity, Equity, Inclusion and Belonging (DEIB) Strategy via two all staff broadcasts.
- Chief Executive communicated about staff influenza vaccinations via an all staff broadcast.
- Two NSLHD newsletters were published in this period.

External Media

- A media statement was issued to news.com.au regarding the discharge of a patient at Hornsby Hospital.
- The ABC TV program ‘Compass’ featured an organ donation journey at Royal North Shore Hospital.
- Filming with Channel 9 news about Royal North Shore obstetrician Dr Mark Schembri’s career as a vet and obstetrician.

Social Media

Platform	April 2023	% Change from April 2022
Facebook	41,057 followers	↑ 0.1% (41,012 followers)
LinkedIn	13,230 followers	↑ 1.4% (13,230 followers)
Instagram	1,187 followers	↑ 3.9% (1,142 followers)
Twitter	2,251 followers	↑ -0.2% (2,251 followers)

Social media activity continued despite the temporary pause during to the NSW Government Caretaker Period.

Projects

- Continued work with the Directorate of Nursing and Midwifery to highlight upcoming International Nurses and Midwives Days
- Continued work with Organisation Development and Capacity (ODAC) unit on Diversity, Equity, Inclusion and Belonging strategy launch, filming and redesigned website pages
- Assisted PARVAN team on service awareness and Child Protection Week promotions
- Planning for the Advancing Women in Medical Leadership conference
- Finalised the production of the ‘Planetary Health Report 2022-2023’ in conjunction the Planetary Health Team
- Kolling Institute Year in Review developed
- Continued work with People and Culture to design the employee value proposition (EVP)
- Communications marking the launch of the SMART study for those with spinal cord injuries
- Promotion of the new research fellow positions and the Osteoarthritis Research Society International award presented to Professor Chris Little in Colorado.
- Continued work with ICT on the intranet redesign and finalisation

Upcoming Events

- NSLHD Consumer Framework Launch (1 May 2023)
- International Day of the Midwife (5 May 2023)
- International Nurses Day (12 May 2023)
- Advancing Women in Medical Leadership Conference (19 May 2023)
- National Sorry Day (26 May 2023)
- National Reconciliation Week (27 May – 3 June 2023)

Philanthropy

NORTH Foundation Update

Tax Appeal 2023

The NORTH Foundation will launch the 2023 Tax Appeal on 1 May. The objective of the tax appeal is to provide compelling reasons for donations; and to reiterate the importance of healthcare in improving quality of life.

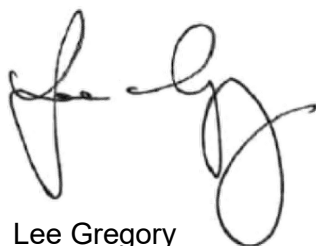
Communications promoting the appeal will be made via direct mail, social media and other digital forms.

NSLHD & NORTH Foundation 2023 Grants

12 applications for Round 1 of the NSLHD and NORTH Foundation Grants Scheme have been received. The Fundraising Advisory Committee will meet in May to evaluate applications.

Clinician Donor Stewardship Training

The NORTH Foundation are currently creating the Clinician Donor Stewardship Training for clinicians, estimated for launch by September 2023.



Lee Gregory
Acting Chief Executive

Date: 8 May 2023