



Chief Executive's Board Report

March 2024

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CHIEF EXECUTIVE

NSLHD Overall Performance (FEBRUARY 2024)

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

NSLHD recently attended a performance meeting with the NSW Ministry of Health with a focus discussion on timely access to care.

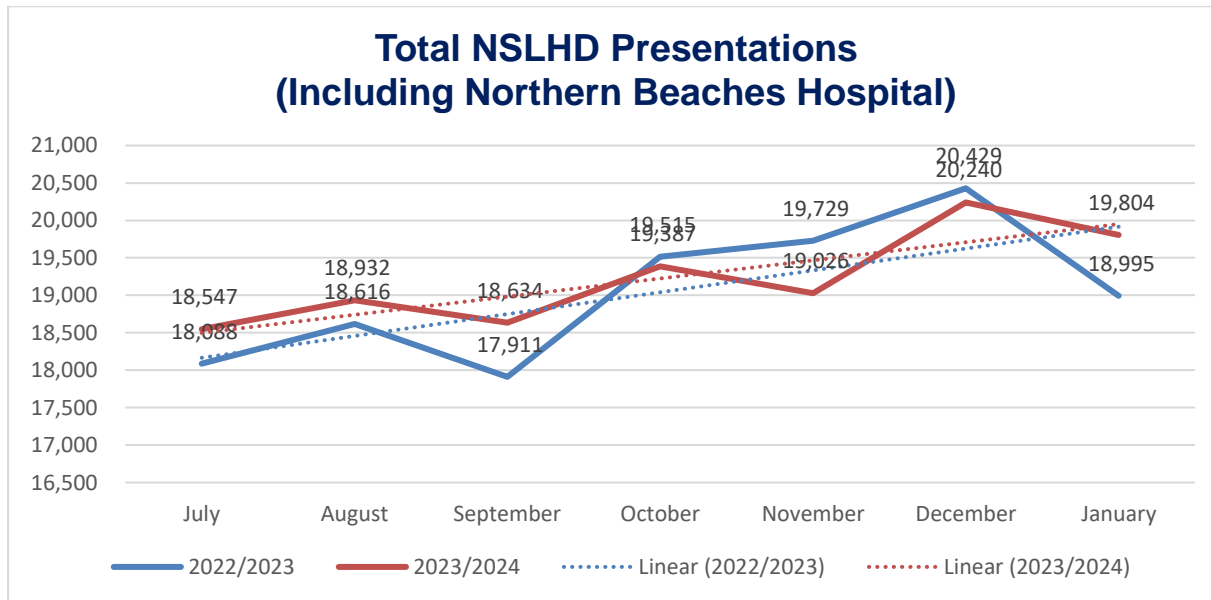
Patient Flow and Access

Emergency Department (ED) Presentations Results (By Hospital)

In January 2024, there were 19,804 presentations to NSLHD Emergency Departments, an increase of 4.3% when compared to 18,995 presentations in January 2023. This is an increase of 1% YTD from January 2023.

Hospital	Presentations Jan 2024	Presentations Jan 2023	Change
Royal North Shore	7,378	7,062	↑ 4.5%
Hornsby	4,097	3,774	↑ 8.6%
Ryde	2,570	2,547	↑ 0.9%
Northern Beaches	5,759	5,612	↑ 2.6%
NSLHD	19,804	18,995	↑ 4.3%

Emergency Department (ED) Presentations Results (Total NSLHD)



Presentations 2023/2024 YTD Jan	Presentations 2022/2023 YTD Jan	Change
134,570	133,283	↑ 1.0%

Emergency Treatment Performance (ETP) Results

Emergency Treatment Performance (ETP) for NSLHD was 28% in January 2024 against the overall target of 50%. This demonstrates a decrease of 8% when compared to January 2023 (36%). For January 2024, there was a significant increase in triage 2 and 3 presentations for NSLHD which demonstrates an increase in patient acuity. The decrease in ETP across the LHD is being addressed through site specific initiatives. At RNSH, where there has been the largest decrease in ETP, initiatives to address this performance include supporting access to ED accessible beds in a timelier manner such as a focus on the time of day of discharges, transit lounge utilisation and the refocus around the electronic journey rounds to promote discharge planning engaging all members of the multidisciplinary team. There has been additional hospital and executive oversight to review delays and support early escalation of issues. Work continues with the NBH executive team to understand the barriers to admitted ETP and improvement strategies.

Hospital	Target	ETP Jan 2024	ETP Jan 2023	Change
Royal North Shore	50%	23%	33%	↓ -10%
Hornsby	50%	41%	48%	↓ -7%
Ryde	50%	40%	47%	↓ -7%
Northern Beaches	50%	21%	26%	↓ -5%
NSLHD	50%	28%	36%	↓ -8%

Transfer of Care (ToC) Results

Overall ToC for NSLHD was 85% in January 2024 against the target of 90%. This is a 7.7% decrease compared to January 2023 (93%). The decrease in ToC across the LHD is being addressed through site specific initiatives. At RNSH, where there has been the largest decrease in ToC, a comprehensive action plan has been developed. Examples of the actions include analysis of ToC performance over the past 18 months to identify trends and issues, enhancing Emergency Department (ED) models of care to support bed capacity in ED such as ED Short Stay and MAU, continuing the focus around the protocol to offload ambulances to the waiting room, enhanced utilisation of virtual models of care including HITH/virtual care services and ambulance direct referral to geriatric outreach services.

Hospital	Target	ToC Jan 2024	ToC Jan 2023	Change
Royal North Shore	90%	72%	86%	↓ -14.0%
Hornsby	90%	89%	95%	↓ -5.9%
Ryde	90%	99%	99%	→ 0.0%
Northern Beaches	90%	93%	98%	↓ -5.3%
NSLHD	90%	85%	93%	↓ -7.7%

ED Triage Results

Overall, NSLHD continues to meet most of the Triage category targets with significant improvement from Hornsby Hospital over the last 12 months. For January 2024, there was a significant increase in triage 2 and 3 presentations for NSLHD, demonstrating an increase in patient acuity. RNSH continue to focus on triage 2 and 3 improvement strategies through a working group chaired by a member of the Executive Team. Staffing has had a significant impact on a number of the facilities in being able to achieve this target.

Hospital	Triage Category Results				
	Category 1 (target 100%)	Category 2 (target 80%)	Category 3 (target 75%)	Category 4 (target 70%)	Category 5 (target 70%)
Royal North Shore	100%	76%	67%	72%	89%
Hornsby	100%	88%	83%	84%	97%
Ryde	100%	92%	88%	88%	88%
Northern Beaches	100%	81%	72%	78%	87%
NSLHD	100%	81%	74%	79%	90%

Elective Surgery Access Performance (ESAP) Combined NSLHD Results

NSLHD has shown a reduction of 581 overdue patients in the last 12 months and there has been an improvement across all surgical categories, maintaining 100% for Category 1 patients. Categories 2 and 3 remain under target while we continue to prioritise overdue patients.

NSLHD had 107 overdue patients in January 2024, which is an increase compared to December 2023 which the LHD only had 50 patients overdue against a prediction of 55. It was recognised that January 2024 would see an increase in overdues for the month. An action plan to address this and to bring the LHD to the target of 000 for March includes: continuing and expanding outsourcing to private providers, clerical and clinical reviews to identify if patients still require surgery or are still clinically appropriate for surgery for their current triage category, opening additional sessions internally across RNSH and Ryde while exploring availability at Hornsby, reviewing all patients booked for surgery to ensure we continue to book ‘in turn’, and exploring opportunities to partner with NBH to support the LHD’s overdues.

	Target	January 2024	January 2023
Category 1	100%	100.00%	97.14%
Category 2	97%	79.54%	78.00%
Category 3	97%	81.04%	73.02%

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

Ryde Hospital had improvement in their ALOS for the month of November and December 2023 with an increase in ALOS for the month of January. The ALOS YTD for Ryde Hospital January 23/24 is significantly improved from January 22/23 (5.66). There has been focussed work in relation to the management of length of stay throughout the year with the streamlining of ward rounding and estimated date of discharge management.

Hospital	Target	Jan-24	Jan 23/24 YTD Average LOS
Royal North Shore	5.33	5.31	5.26
Hornsby	4.51	4.09	4.13
Ryde	4.37	5.20	5.19

Legend

● Hospital on or above target

Financial Performance

General Fund

Overview

The District’s Net Cost of Service (NCOS) for February 2024 was \$1.63m (-1.75%) unfavourable, resulting in \$20.27m (-2.54%) unfavourable position YTD. This unfavourable position incorporates costs associated with the higher level of activity, increased overtime costs, increase utility charges and CPI adjusted price increase for consumables. The district will address this deficit by working collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability, as we continue to unwind from COVID-19 and return to business as usual.

Furthermore, the District is currently facilitating and providing support to each hospital and service to develop and execute Efficiency Improvement Plans (EIPs).

Total Expenses

Total Expenses were \$1.28M (-0.74%) unfavourable for the month and \$20.5M (-1.44%) unfavourable YTD. The un-favourability for the month is being driven by FTE and G&S costs mainly at RNSH and Hornsby due to clinical activity. YTD unfavourability includes one-off expenses of \$3.9M related to HGEN, \$2.7M related to Deferred Care and \$0.7M related to COVID Clinics.

The district will remain vigilant to limit financial pressures as FTE levels and activity returns to pre-pandemic levels.

District Finance will continue to direct effort to EIPs and engage with each service to reduce this deficit throughout the financial year. \$13.04m of EIPs have thus far been submitted to the Ministry, with several additional plans being finalised.

Full year Expense forecast for the district is expected to be \$28.0m unfavourable

Revenue

Total NSLHD Own Sources Revenue is \$4.25m (0.68%) favourable YTD, a result that is exceeding expectations, due in part to several Intrahealth Revenue and external user charges. However, meeting the Patient Fees target will continue to present as a challenge to the district in the new financial year.

In response, the District’s Revenue team in conjunction with Facility based Finance teams will lead various Revenue generating initiatives such as increasing Private Health Insurance conversions, improvements in staff specialist billings and improving ineligible patient billings.

Currently, the District is forecasting a balanced revenue budget for FY24.

Other item/s

The end of February 2024 general fund bank account balance held at Westpac was \$5.5m. Under the Ministry of Health Cash Management Reform initiative, all Health Entity’s outgoing payments are paid centrally by Healthshare. The Ministry of Health sweep Health Entity’s general fund bank account to zero on a fortnightly basis.

Safety and Quality Indicators

Safety and Quality (February 2024)	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
MH: Readmissions within 28 Days ¹		≤ 13.0%	14.9%	(1.9%)		≤ 13.0%	12.7%	0.3%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	81%	5.9%		≥ 75%	82%	7.3%
Unplanned Hospital Readmissions [#]		6%	5.9%	(0.1%)		6%	6%	0.0

¹Data 2 month delay

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

Clinical Care and Improvement

Clinical Governance and Patient Experience

Consumer Engagement

Human Experience week is a key strategic priority of The Ministry of Health’s [Elevating the Human Experience- Our Guide to Action](#). Recognising and celebrating of Human Experience week also supports implementation of [NSW Future Health](#) strategic outcome ‘patients and carers have positive experiences and outcome that matters’. This year Human Experience Week will be held 29 April to 3 May 2024 and will focus on the theme, Innovate to Elevate, exploring the importance of patient, carer, family, and staff experience. NSLHD Consumer and Patient Experience (CAPE) team has partnered with NSLHD Virtual Care and Hospital in the Home Services to showcase the *Virtual Care and Emergency Department Ambulance Avoidance Strategy* on Monday 29 April 2024. The hybrid event, supported by the Ministry of Health, aligns to the themes of Human Experience Week, and will link the advances of Virtual Care over the past 2 years - how innovation is used in virtual care to elevate the experience of staff and consumers.

NSLHD Drug and Therapeutic Committee and NSW Formulary

As part of embedding the NSW Formulary into business-as usual practice, a streamlined formulary intake process is under development with stakeholder input. The evaluation of the first year of the district wide Drug and Therapeutic Committee (DTC) has been completed, which identified areas of improvement. In response to the evaluation a streamlined Formulary activity reporting process to the DTC, has been developed. Further work is planned to improve other DTC processes to optimise the functioning of the committee.

NSLHD is reviewing the desflurane 1ml/ml inhalation solution (Anaesthetic agent) stock across the LHD and exploring transitioning processes in response to Clinical Excellence Commission advice that desflurane will be removed from the NSW Formulary as of the 1st of March 2024. Desflurane is being removed from the NSW Formulary in view of significant global warming potential (2,500 times more than carbon dioxide). NSLHD DTC has escalated concerns for the safe removal of this product back to the CEC/MoH to support a statewide safe disposal strategy for remaining or expired stock.

Skin Integrity

Education days were run as part of the wound management curriculum in October to December 2023, which are aimed at building clinician wound management capability. The following education programs were undertaken.

- Skin Integrity Champions Day – supports and builds capacity in Skin integrity champion based in each clinical area, who in-turn support local practice.
- Wound Dynamics series 1 (2-day workshop) – Foundational level wound management knowledge and skills
- Wound Dynamic Series 3 (2-day workshop) – Advanced wound management skills training.

The NSLHD wound management curriculum is currently under review with subject expert consultation sessions being held to inform revision of the content and structure of the curriculum.

2024 NSLHD Quality and Improvement Awards

The annual NSLHD Quality and Improvement Awards celebrate our engaged and empowered workforce and recognise projects and initiatives that continuously improve the quality of care provided across the district. On 28 February 2024, the Awards will open for entry for teams across NSLHD and affiliated sites (Northern Beaches Hospital, Hammond Care Health and Palliative care, and Royal Rehab, Ryde), as well as NSLHD research industry partners (the Kolling Institute and Sydney Health partners). Entries close on 3 April 2024. Finalist teams, selected through a rigorous judging process, will be recognised at an awards ceremony on 17 June 2024, where winners will be announced.

The 2024 NSLHD Quality and Improvement Awards will inform NSLHD’s nomination to various state and national awards (i.e., NSW Health Awards, Premier’s Awards and Australian Council for Healthcare Standards Awards).

Short Notice Assessments (SNA) Preparation

In preparation for SNAs, 305 nominated staff (mostly front-line) from across the district, have been invited to complete the Australian Council of Healthcare Standards National Standards Online training within the next 3 months. This initiative is a collaboration with ACHS, NSLHD’s District DONM, EDCG&PE and the GMs. NSLHD anticipates another 200 staff to complete the training in the next financial year.

Processes for onboarding of assessors and providing access to the network within 24 hours, continue to be progressed.

Voluntary Assisted Dying

The NSW VAD Support Service (NVSS) and NSLHD VAD Local Support Team (VAD-LST) completed 3 months of operations at end February 2024.

NSW VAD Support Service (NVSS)

The Care Navigator Service is currently undergoing a review using a structured mini-redesign methodology aimed to deliver improved coordination with LHDs, smooth internal referral flows, optimal use of care navigator skills, and continuity of patient care to the degree possible. Care navigators’ time is currently split approximately 30% in taking calls, 50% or more in follow-up documentation and liaison, and 20% in site visits accompanying Access VMOs for safety reasons or to provide psychosocial support for families.

NVSS Access Service is working consistently at capacity with generally 3.0 FTE VMOs from the Sydney-based team flying/driving to patient assessments or substance administrations on all working days. An additional 1.0 FTE VMO, generally provided by the Access Service Clinical Director, is required for office-based pre-assessment triage, clinical review and coordination, support of VMOs who are travelling, clinical escalation for Care Navigators, Pharmacists, as well as supporting the Clinical Lead for MOH and the Community of Practice for Authorised Practitioners. The optimal service model for the Access Service into 2024-5 is under consideration taking account of evolving LHD service demand and their VAD resource availability.

Negotiations are now underway with key stakeholders to devise the optimal approach to a staged transition to a hub-spoke VAD pharmacy model with a single spoke located in HNELHD. This aims to improve efficiency in the delivery of VAD pharmacy service and support to patients and authorised practitioners in a high caseload LHD and reduce travel burden on NVSS pharmacists.

NSLHD VAD Local Support Team

The VAD-LST is now transitioned under the NVSS structure as a fourth operational arm.

There continues to be sustained significant caseload for the VAD-LST with NVSS data suggesting that the NSLHD VAD VMOs are conducting the high numbers of VAD assessments in the state. In addition, data from the NVSS Care Navigator Service demonstrates that NSLHD has a high number of calls to NVSS Care Navigator Service and referrals to Access Service.

A range of potential strategies are being considered to meet service demand, including immediate medical recruitment to the team, drawing in the small number of existing Authorised Practitioners across NSLHD not yet participating in VAD-LST referral pathways, expanded support via the Care Navigator Service, and post-implementation engagement with key Executive and other stakeholders within NSLHD.

Clinical Network Monthly Highlight

Acute and Critical Care Medicine Network Summary

Emergency Medicine and General Medicine continue to collaborate with community partners to improve referral pathways and hospital avoidance with AvoidED, a collaborative model of care led by Virtual Care, Hospital in the Home (HITH) and NSW Ambulance. January 2024 saw 97 referrals received and accepted to the Virtual Care Service with over half originating from Emergency Departments. NSW Ambulance referred 25 patients in January with an avoidance rate of 65.3%. Of those patients who were transported to the ED, 95% of these patients were admitted.

ED Workforce substitution Technical Assistant Role

Ryde Emergency Department have completed a trial proof of concept to explore an alternative workforce model of care. The introduction of the Technical Assistant role is a strategy aimed to assist medical and nursing staff under the direction of the senior medical officer and nursing team leader in technical procedures and associated tasks within the ED. The Technical Assistant role supports the efficiency of the existing medical workforce through the delegation of tasks. As such, clinicians are freed up to perform and complete more specialised activities and facilitate more efficient patient care and flow. This enhancement is focused on providing additional support to the staff to initiate care for the most acute presentations. Early evaluation is showing positive outcomes for both patients and staff, a full evaluation is due to take place in the next month.

Planetary Health – GreenED

To help reduce emissions in the Emergency Department (ED) and work towards NSLHD’s net zero targets, EDs at Royal North Shore, Hornsby, and Ryde Hospitals have successfully signed-up to the Royal College of Emergency Medicine (RCEM) GreenED initiative as a one-year trial. The GreenED initiative is a tried and tested toolkit of resources and projects for improving environmental sustainability in ED, with step-by-step guidance for time poor clinicians to ‘grab and go’. This is an opportunity for NSLHD to lead the way in Australia and become one of the first health services to participate in the Australian GreenED initiative.

Direct Access Colonoscopy Dashboard

NSLHD have partnered with WSLHD to build a replica dashboard to deliver reporting against the Australian Commission on Safety and Quality in Health Care Commission (ACSQHC) Standard indicators for Colonoscopy. This dashboard will link with existing information systems for easily accessible data extraction, evaluation, and reporting. The dashboard is expected to be completed later this year.

Intensive Care Unit Discharge Performance Dashboard

NSW Health System Performance Support Branch have completed the build of the new Intensive Care Unit Discharge Performance Dashboard. The Dashboard has been developed to support the improvement measure introduced to increase the number Of ICU patients transferred to the ward within 6 hours of medical clearance for discharge. The purpose of the dashboard is to optimise intensive care service capacity through timely discharge to improve access to ICU. The desired outcomes include:

- Improve the quality and safety of care delivered to critically ill patients.
- Improve patient, carer, family experience and journey.
- Improve critically ill patient outcomes.
- Reduce after-hours discharge from ICU.
- Improve ICU and hospital length of stay.
- Improve access to intensive care services.

Integrated Care

HealthPathways

HealthPathways has seen significant growth of users on the platform, increasing its influence in primary care and contributing to better use of NSLHD services.

Even though COVID-19 pathways remain the most highly viewed pathways, views of non-COVID-19 pathways have increased significantly. In 2023/24 there has been an average of 3,101 views per month of non-COVID pathways compared with 1,015 in 2019. Average engagement time has also slightly increased. The most frequently accessed (non-COVID-19) pathway remains the Antenatal Shared Care Pathway.

Recent new pathways added include Virtual Care Service’s Hyperemesis Gravidarum Care, Urgent Ophthalmology Review, General urology Advice and Medication Advice in Breastfeeding and Pregnancy. A number of important pathways are likely to be added in the next few months including melanoma, pancreatic cancer, chest pain, atrial fibrillation and numerous PARVAN pathways.

Collaborative Commissioning

Collaborative Commissioning had its Quarterly Update with the Ministry of Health, which highlighted numerous key achievements, including:

- Funding has supported a 25% increase in NSW Ambulance referrals to the Urgent Geriatric Outreach services, avoiding the need to go to an emergency department.
- All Collaborative Commissioning services have been able to keep patients out of hospital between 75% and 79% of the time.

Further, there has been stronger GP engagement in the program. An event was held at Royal North Shore where approximately 75 GPs turned up to hear about the program, and many were interested in participating. That engagement will mean many more frail and older people at high risk of hospitalisation will be able to access enhanced and proactive primary care.

Urgent Care Services

NSLHD’s Urgent Care Service – Rapid Geriatric Outreach Services – has partially commenced extending hours into after-hours periods. Two of the three regions are providing additional support to patients (including those in Residential Aged Care and at home) during the week until 8pm and critical enabler services such as mobile radiology have been procured to support the expansion. The final region and weekend service are expected to commence in April with a formal launch.

Discharge summary (and specialist letters) Working Group

The Co-Chair (between NSLHD and the PHN) Working Group has progressed discussions with major practices in the region with issues and seen initial success in resolving them enabling hundreds of discharge summaries and specialist letters each month to be successfully sent to them.

Feedback from GPs and the PHN has highlighted the need to develop more specialist letters. Numerous data is being collected to identify where fewer specialist letters are being developed to identify targeted strategies with the Heads of Department. The group will also be looking at internal NSLHD practices regarding how we collect GP information from patients – another barrier to GPs getting information particularly for discharged patients.

Service Updates

Mental Health, Drug & Alcohol (MHDA)

Minister Jackson announced investment of \$2.8M for Northern Beaches Child and Youth Mental Health in February. This will include the establishment of a Safe Haven in Brookvale Community Health Centre, the establishment of a Consultation Liaison Services for Child and Youth Mental Health Services (CYMHS) across the district and expansion of the Police, Ambulance, Clinical, Early, Response (PACER) program on the Northern Beaches.

Minister Jackson will be attending the MHDA Board Strategy Day at Macquarie Hospital on 8 March 2024.

The CYMHS team have been successful in the Enhancement and Integration of Youth Mental Health Services Initiative (YMH Initiative) expression of interest to offer services in partnership with Headspace.

Primary & Community Health (PACH)

Transitional Aged Care Program (TACP) are trialling a pilot project changing internal processes of reviewing public hospital referrals prior to receiving Aged Care Assessment Team (ACAT) referrals as a strategy to reduce hospital wait times from referral to discharge to TACP and improve occupancy. The number of days between receiving the ACAT referral and date of discharge from hospital is being recorded pre- and post- implementation to review the project’s success.

Aboriginal and Torres Strait Islander Health Service

Bungee Bidgel is an Aboriginal and Torres Strait Islander health clinic facilitated by Northern Sydney Local Health District (NSLHD) Aboriginal and Torres Strait Islander Health Service (ATSIHS) and the Hornsby Ku-Ring-Gai General Practice (GP) Training Unit. The Clinic is operational each Tuesday, Wednesday, and Thursday. The ATSIHS provides a Clinical Nurse Specialist and a Registered Nurse who completes 715 health assessments in accordance with Medicare Benefits Schedule along with supporting additional clinics and GP consults. Bungee Bidgel exposes our Aboriginal and Torres Strait Islander population to medical services to improve health outcomes.

During February 2024, in collaboration with Hornsby GP Unit Bungee Bidgel supplied 100 GP appointments, 5 HAPEE appointments with the assistance of hearing Australia, 12 optometry appointments and 6 Paediatric appointments. The Bungee Bidgel Nurses have also completed 24, 715 health assessments, including hosting a pop-up clinic at Macquarie University, for the purpose of assessment the Aboriginal and Torres Strait Islander students that travel down from the Northern Territory for the year.

The NSLHD Aboriginal and Torres Strait Islander Health Service’s Mainstream Capacity Building, Project (MCB) Manager has completed a project focusing on correct identification ‘Putting data back in the black’. Adam Cryer, the programs project manager presented his project at the HKH Patient Experience Committee. Following the presentation, discussions have commenced with the ‘Single Patient Record’ project leads on how the correct identification components from the ‘Putting data back in the black’ can be implemented into the build of the ‘Single Patient Record’ process.

Health Services Planning

NSLHD Clinical Services Plan Update

Work on the 2024-29 NSLHD Clinical Services Plan (CSP) is in the final stages after a lengthy consultation period with networks and services across the district.

The CSP 2024-29 will outline major challenges and details strategic directions and recommendations for clinical services across NSLHD, our hospitals, clinical networks and directorates. The CSP’s scope encompasses clinical services, revolving around existing clinical networks, hospital, and community health services, as well as clinical support services such as medical imaging, pharmacy, allied health, aboriginal health, and support for carers.

A final draft version of the 2024-29 NSLHD CSP is scheduled for broad consultation distribution in early April 2024. The Draft CSP that is going out for consultation will be presented to the April Board meeting for information.

Counter Disaster

Four of the District’s AUSMAT deployment teams have been recipients of Public Service Medals in the Australia Day Awards 2024. Emma Tan, Rachael Marlow, Diane Elfleet and Wenche Kverneland are recognised for their deployments during the COVID-19 period, supporting Bridge Housing (Manly Waves, Hidden Gem), Papua New Guinea and Howard Springs operations.

The district has begun the roll out of the first round of education for the year including Incident Control Systems, Fire Warden, Emergency Procedures training.

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

Domestic Violence Research

Ethics approval has been received for the research project partnering with UNSW: “Improving response for victims of domestic violence: Understanding women’s domestic violence journey and evaluating their experience with PARVAN and other agencies”.

Sexual Assault Research

Dr Mary Stewart, Senior CMO, PARVAN Services, was invited to the Ministry of Health PARVAN Unit Meeting to present her findings from the file review data and the patient survey feedback elements of her research into “adult sexual assault patients experience of the physical examination component of the medical forensic examination”. Consideration is being given by the Ministry of Health into how the preliminary research findings could be shared across the state to inform and influence integrated sexual assault medical and forensic practice.

Pregnancy Family Conferencing (PFC) Program

The Ministry of Health has released additional funding (\$92,173) to all districts to support the creation and payment of a pool of staff that can facilitate pregnancy family conferences as part of the PFC Program. The NSLHD PFC Steering Committee will be co-chaired by local Department of Communities and Justice and PARVAN representatives with the objective to support the successful implementation, expansion, and delivery of the PFC Program across the district and facilitate strong partnerships and collaboration. The inaugural meeting is scheduled for March 2024. Consultation with key stakeholders will influence decision making on how the facilitator funding is to be utilised within NSLHD.

Responding to Sexual Assault

Northern Beaches Council hosted a webinar for 180 local service providers on responding to sexual assault disclosures. PARVAN Service staff, as part of an expert panel provided presentations on the services provided by the NSLHD PARVAN Sexual Assault Service.

Our Staff

People and Culture

Diversity Equity Inclusion and Belonging - Barriers and Enablers Focus Groups

The Advancing Women in Medical Leadership Barriers & Enablers focus groups commenced this week, gathering valuable insights into understanding the barriers and enablers that women may face during their career progression. We aim to capture

experiences and draw learnings, to form actions which will drive positive change within NSLHD.

Diversity Equity Inclusion and Belonging - Disability Employee Network (DEN)

DEN has successfully launched its new name and has refreshed and updated its intranet page. The Workplace Adjustments Procedure has been launched and is available on Prompt and via the DEN intranet page. DEN has also promoted the NSW Public Service Commission Removing the Barriers modules. These modules aim to give managers and staff resources that will build knowledge about disability and give practical tips to remove barriers to create a positive employee experience.

Keeping our People Safe - Working in the Community Duress System

The roll out of the working in the community duress is ongoing and progressing well. Nearly 700 team members across multiple services have registered to be included in the use of the system. Services are at different stages of onboarding.

Recognising our People - 7th Annual Exceptional People Awards

NSLHD will be holding our 7th Annual Exceptional People Awards in March having received the largest number of nominations this year since the initiative commenced in 2017. This year, an evening event is being held with 200 invited guests and nominees. The winners across 10 categories will be announced supported by our Board members sponsor, executive leadership team, and judges. Nominations have been received from colleagues, patients, and consumers for our people’s exceptional contribution over the last year towards the excellent healthcare we provide our community.

Nursing and Midwifery

Nurse Manager – Operations

The Nursing and Midwifery Directorate are planning for the commencement of the first cohort of Transition to Professional Practice Enrolled Nurses to commence in mid-May, with facility numbers to be confirmed.

In February the Nursing and Midwifery Directorate met the first cohort of Student Enrolled Nurses for 2024 at TAFE’s St Leonards campus. There are a total of 19 students attending practical placements in NSLHD facilities.

Emergency Care Assessment and Treatment (ECAT) is a statewide, codesigned program that proposes to standardise nurse-initiated emergency care, reduce unwarranted clinical variation, and improve patient experiences and staff satisfaction. The ACI and its pillar partners have led the development of 73 clinical ECAT Protocols covering a range of adult and paediatric presentations, prerequisite education modules, an education and recognition of prior learning guide and a policy directive. The emergency care assessment and treatment (ECAT) implementation plan provides local health districts (LHDs) and specialty health networks (SHNs) the information and tools required to implement the ECAT program locally. The implementation approach is in two phases: • Pre-implementation, which focusses on the development of resources, growing change capability for local leads and building readiness at local sites. Implementation, which brings together the elements of ECAT and embeds them in a logical, evidence based and replicable approach to enable sustainable change across NSW. NSLHD Emergency Departments have established a “Go Live Date” for this program in June 2024. Key expert nursing personnel and a Project Manager are leading this work within NSLHD.

Practice Development, Quality & Safety Team

The inaugural Springboard to Success program has commenced. This program is the result of a successful partnership between the NSLHD Nursing and Midwifery Directorate and the Australian College of Nursing (ACN) and is aimed to nurture second and third year registered nurses as emerging leaders. This program will be delivered in five virtual leadership modules and five face-to-face Inspiring Change Active Learning (ICALS) sessions aimed at cultivating foundational leadership and change capabilities needed to lead person-centred care.

Applications were opened to primarily second and third-year registered nurses and midwives with 29 staff nominated by facility DoN/Ms and line managers and selected to participate in the program. Participants commencing the initiative include: HKH 12, MHDA 11, RNS 2, Ryde 2 and MVH 2. Verbal feedback from the first workshop participants highlighted practical application and high level of engagement.

Nursing and Midwifery Workforce Team

Ongoing workforce strategies include:

International Recruitment

NSLHD have a total of **114** International/overseas candidates who have been deemed successful and suitable for employment following interview and reference checks.

Visa Status as at 22.2.24	Totals
Commenced in NSLHD	21
PR/482 approved awaiting start/ start date	33
Visa Nomination approved awaiting PR/482	16
Visa Nomination lodged awaiting approval/payment	2
With Employee Services, pending checks before nomination	7
Awaiting documents from candidates	35

New starters have commenced in the following locations:

Location	Count	Department
RNSH	15	6B, 7B, 7D, 8B, 9A, ICU, ED, theatres, PACU, Midwife Rotation, NICU
HKH	3	Anaesthetics, Medical x2
MVH	3	PCU

There are a further **33** candidates with confirmed start dates for the upcoming months

Commencement	Total
March	15
April	8
May	7
June	0
July	3

GradStart 2024

The first intake of GradStarts’s commenced on 19 February 2024, this included approximately 130 nurses and midwives for both the GradStart and MidStart programs.

NSLHD Casual Pool

Currently there are **1084** nursing and midwifery staff listed on the NSLHD Acute and MHDA Casual Pool. New advertisements are being developed to maintain relevance and attract quality candidates.

Safe Staffing Levels Implementation

The Safe Staffing Levels (SSL) Taskforce implementation schedule has been agreed by the NSWNMA membership and the Ministry of Health. Planning has commenced in anticipation of a phase one SSL roll out, with RNSH Emergency Department commencing as one of two pilot sites for NSW (Liverpool Hospital is the second pilot site). In summary the in-principle SSL agreements are in the following key areas:

- Emergency Departments (ED) level 3, 4, 5 & 6 (commencing implementation 2024)
- Nursing Hours per Patient Day (NHPPD) Wards and Medical and Surgical Assessment Units (proposed implementation 2026/7)
- Intensive Care services including Intensive Care Units (ICU); High Dependency or Close Observation Unit (HDU) and Coronary Care Units (CCU) (proposed implementation 2025/6)
- Skill mix ratios for these areas listed
- A transition, compliance and escalation pathway.

NSLHD are yet to have confirmed the number of additional FTE to be placed into RNSH ED. This remains dependent on modelling and options and definition of treatment spaces. It is anticipated the additional FTE for RNSH will be between 14 and 52 FTE.

RNSH have developed a Working Party incorporating NSLHD Nursing and Midwifery Directorate staff to assist with the implementation of the upcoming significant changes to the current staffing levels and models of care.

Midwifery Services

Pregnancy Connect

The first NSLHD Pregnancy Connect Steering Committee meeting was held on 26 February under the executive sponsorship of the district Executive Director of Operations.

Pregnancy Connect will build on the success of the Maternal Transfer project with an additional focus on early pregnancy care for women at greatest risk of poor obstetric and/or neonatal outcomes.

Hyperemesis Gravidarum

The Hyperemesis Gravidarum project is in its final stages as the project wraps up at the end of June 2024. The focus for the next few months will be to ensure sustainability and evaluation of the new model of care and referral pathways. From April to December 2023, 57 individual women were referred to the Virtual Care Service for treatment of HG. During this time there were 488 occasions of service (OOS), with a median of 6 OOS. Additionally there have been 105 litres of IV fluids given over this time. Feedback from women who have accessed these services has been extremely positive.

Every Week Counts: Preterm Birth Prevention and Safer Baby Bundle NSW Health Forum

The Clinical Excellence Commission in partnership with Australian Preterm Birth Prevention Alliance hosted a forum in Northern Sydney on 20 February which was attended by almost 250 maternity clinicians. Topics covered included an update on the Safer Baby Bundle implementation, pre-eclampsia screening and consumer stories. There were also presentations from NSLHD clinicians A/Prof Sean Seeho and Prof Jonathan Morris. The forum displayed how midwifery and medical collaboration can be successful when developing and implementing strategies to prevent preterm birth and stillbirth.

Centre for Nursing and Midwifery Research

Nominations for the inaugural Mary Chiarella Medal for Clinical Nursing and Midwifery Research close on Monday, 18 March 2024.

Assoc. Prof River continues to advance governance objectives of MHDA, including establishing and chairing a monthly CNC Forum to promote practice reflection, networking and action among senior nurses in MHDA; ongoing development of the Consumer Advisory Group); and development of levels of participation and corresponding pay for consumer engagement - developed in collaboration with the Co-design working group.

The conjoint Professor of Midwifery role is currently being advertised for NSLHD and UTS.

Medical Services

Dr Darryl-Anne Elias was the successful applicant for RNSH DMS position and will commence on 2 April 2024. Dr Bahare Moradi will continue her role as Deputy DMS.

Allied Health

Allied Health Research

Conjoint Professor Allied Health NSLHD Trudy Rebbeck, with the support of Dr Louise Hansell, NSLHD Allied Health Research Officer commenced promotion and development of allied health research this year by reforming and holding the inaugural NSLHD Allied Health Research Committee meeting on 7 February 2024.

Thirty-seven enthusiastic Allied Health clinician-researchers representing every NSLHD site/service and several allied health disciplines responded to be part of the committee. They endorsed activities to centre around four portfolios;

1. Clinician-researcher education and support
2. Early-mid career research mentoring
3. Communication
4. NSLHD Allied Health Research Symposium Development

Providing regular research education and support for clinicians was seen as an integral way to engage district allied health staff in research activities. District site visits have commenced to provide clinicians with in-person practical research support, with positive feedback received to date. Virtual drop-in sessions are also now available for those unable to in-person. The first of many scheduled research- education sessions have also been delivered this month, with early-mid career researcher clinicians meeting to hear about ways to progress their research careers. Sessions in the future will be held each month and will focus on all aspects of the research journey, including grant and abstract writing, developing collaborative partnerships, research protocol development and navigating the ethics pathway. Communication will be district wide, with monthly email and newsletters

used to inform allied health clinician researchers of upcoming activities and opportunities as well as show-casing achievements and outputs.

LGBTIQ+ Strategy

The first NSLHD LGBTIQ+ Strategy Steering Committee was held on 19 February 2024, co-chaired by myself and Jemma Clifton, Project Officer, NSW Health LGBTIQ+ Strategy, NSLHD. In this meeting the committee approved the Terms of Reference and the 12-month project plan for the implementation of the NSW Health LGBTIQ+ Strategy 2022-2027. Jemma has presented various in-service presentations at executive meetings including – Mental Health Drug and Alcohol (MHDA) Clinical Council, RNSH Executive Meeting, NSLHD Children’s and Young People Network Steering Committee, MHDA Executive Meeting, Hornsby Ku-ring-gai Hospital Leaders Forum, and the Mona Vale Hospital & Adolescent and Young Adult Hospice Staff Forum. Jemma also presented to the Consumer Feedback Committee to ensure the team is able to adequately capture LGBTIQ+-related consumer feedback to pass on to her. Jemma has been working with Organisational Development and Capability to design an NSLHD LGBTIQ+ Awareness and Inclusivity Training slide deck to provide education sessions to services around the district and has begun to organise dates to initiate Quality Improvement Cycles with RNSH and Ryde Hospital Emergency Departments, and PARVAN services.

Research and Innovation

Service Improvement and Innovation

NSLHD Innovation Program “The Pitch”

The NSLHD Innovation Program will be re-launched in 2024. The Office of the Chief Executive is currently working on improving governance, reporting and monitoring of the program’s success, with planning underway for the first event to be held in May 2024.

Research

Led by Professor Bruce Robinson, NSLHD hosted an information afternoon in February for interested staff regarding the new Van Norton Poche Cancer Clinical Trials Research and Development Centre. The event included presentations from oncology and clinical trial experts, NSW health, NSLHD, Ramsay Health Care and the Memorial Sloan Kettering Cancer Centre. I was pleased to speak at the event noting our ambitions and actions towards a culture of trials as therapy at Northern Sydney and to welcome Board Members, the Deputy Secretary Research and Innovation and Chief Cancer Officer to the forum.

Kolling Institute

New research led by investigators from the Kolling Institute has identified a concerning global trend which will see the burden of neck pain dramatically increase over the next 30 years. The paper, published in *The Lancet Rheumatology* analysed data from more than 200 countries, measuring the prevalence of neck pain from 1990 to 2020. It is estimated 203 million people (female > male between 45 - 74 years) now experience neck pain across the globe, a figure which has remained stable over the last 30 years and not improved. Projections indicate a greater than 30% increase in cases between 2020 and 2050, bringing the total number of cases of neck pain to 269 million and this will lead to a tremendous burden on health systems across the globe, as well as a significant individual toll.

Substantial new funding (total of \$2.35M) has been awarded to the Kolling since December 2023 to continue our high-quality and impactful program of research. Pleasingly, our teams secured significant funding throughout last year, and in recent weeks our researchers were awarded more than \$1.6 million through the National Health and Medical Research Council; Professor Chris Little, Dr. Anastasia Milhailidou, and Dr. Cindy Shu received an NHMRC Ideas Grant worth over \$1M and Dr. Jillian Eyles received an NHMRC Investigator Grant for \$660,000. Additionally, the National Institutes of Health has awarded more than \$9M (USD) towards investigating the impact of length of stay on rehabilitation outcomes following spinal cord injury. Professors James Middleton and Ashley Craig and Drs. Illaria Pozzato and Mohit Arora will receive more than \$750,000 in total for their collaborative contributions to this prestigious 5-year award.

Digital Health and Communications

Digital Health Services (DHS)

Artificial Intelligence (AI):

Chief Digital Health Officer, Digital Health Services (DHS) and General Manager, Hornsby Ku-ring-gai Hospital has been nominated by the Chief Executive to be co-chairs for the NSLHD Artificial Intelligence Governance Committee for the 2024-2027 period. The Co-chairs are finalising membership and terms of reference, with the inaugural meeting in April 2024. Expressions of interest from up to five clinical NSLHD staff were invited to join this important new initiative. A good response was received and the process for membership is being finalised. It is anticipated that a community participation/interest group will also be arranged to ensure that our many interested clinicians and staff are also able to contribute to this important work for our district.

At a state level the Agency of Clinical Innovation and eHealth, NSW have established the NSW Health Artificial Intelligence Taskforce. The Chief Nursing and Midwifery Information Officer, NSLHD is a member on this committee.

ePrescribing – Pilot Trial:

ePrescribing platforms have become a prevalent tool among General Practitioners in the community offering the convenience of emailing or texting prescriptions directly to patients. DHS in collaboration with the NSLHD Virtual Care Service as a pilot department, is delivering a “first in the state” solution that empowers medical workforce to provide access to pharmaceutical treatment to patients in their homes.

This initiative will streamline the prescription process, ensuring timely and efficient delivery of essential medications to patients under virtual care. The project is underway, with the first prescriber expected to be onboarded in March 2024. Following a successful trial and evaluation further rollouts will be planned.

RNSH Pyxis ES Upgrade and Integration with eMR/eMeds:

As part of the RNSH redevelopment completed in 2011, Pyxis 4000 machines were introduced to all nursing ward locations to improve medication management through the automation of resupply and clinical support of staff. In late 2023, the Pyxis 4000 machines ceased being supported by the vendor BD. DHS in collaboration with Pharmacy and Nursing Directorates has worked closely to support upgrading the existing infrastructure to the Pyxis ES system, which facilitates an increase in the empowerment of our clinical staff through direct integration with the eMR and eMeds systems, increasing the end-to-end integration of our medication management systems. After successful testing and acceptance of the solution, implementation of full integration is planned for 28 February 2024.

Cyber Security Strategy and Roadmap:

Aligned with the NSLHD Cyber Security Strategy, DHS is actively working to mature the Districts Cyber Security posture by implementing several solutions and risk mitigators to strengthen our ability to defend against vulnerabilities.

DHS is implementing a solution to prevent data exfiltration. Microsoft BitLocker will be implemented across the computer fleet to encrypt all data stored on computers and laptops. Work has commenced with a third-party service provider to prepare the network and our users for this change.

DHS is also implementing a solution to block unauthorised Microsoft Office macros from being executed to prevent automated scripts from running on the NSLHD network. This is an NSW Government Cyber Security Policy mandatory requirement. Implementation is planned for the first quarter of 2024.

Two members of the DHS Cyber Security team recently attended the NSW Government Capture the Flag (CTF) Cyber Security contest, organised by Cyber Security NSW, NSW Department of Communities and Justice and TahSec, that attracted over 100 teams to participate. With an additional member from eHealth Security, the team of three achieved First place in the competition. A truly outstanding achievement for the team and NSLHD. The success will be promoted in the NSW Government newsletter, and across the Cyber Security NSW Community of Practice and Local Councils Teams channels.

Planetary Health Initiatives:

eApproval: An eApproval Project has commenced in collaboration with NSLHD Executive Support and Corporate Records Team. Adopting e-approvals through the M365 Platform will enhance efficiency, reduce manual effort, and ensure a seamless approval process. The positive impacts on planetary health include reduced paper usage, energy efficiency, lower emissions, resource conservation, collaboration without the need for physical presence and data driven insights potentially identifying bottlenecks and optimising workflows, enabling informed decisions to improve efficiency and reduce waste.

eWaste: DHS is currently working with an eWaste vendor to decrease the amount of our electronic waste that reaches landfill. This will be achieved by breaking down the non-sensitive electronic equipment and recycling the components into other marketable products. We will assist in the conservation of the planet’s resources as the eWaste process will see the recovery of base metals such as aluminum, steel and copper which can be re-used in their raw form. This will be achieved while still ensuring that any electronic equipment that may carry sensitive data is destroyed.

Technology Shop Replacement:

DHS is actively collaborating with eHealth, NSW to gather essential information for developing a modern replacement for the existing legacy Technology Shop. This new solution will be integrated with the New Intranet and strategically aligned with future technology ordering processes.

Hornsby Hospital SIM Centre Technology Template:

Sydney Clinical Skills & Simulation Centre, DHS and eHealth, NSW have in partnership developed a solution and technical design for a bespoke audio-visual/video conferencing solution for simulation centres/rooms which will now become a standard supported Statewide offering under the Health Managed Meeting Room (HMMR) product catalogue.

Royal North Shore Hospital Room Bookings to Outlook Migration (Bookit Replacement):

Replacing the legacy Bookit system (March 2024) for room listing and bookings across RNS with Microsoft’s Room Finder function, allowing staff to locate and directly book meeting spaces that meet their requirements/criteria, and decommissioning of legacy platform that would otherwise require additional expenditure to upgrade and migrate to the cloud.

M365 Custom Solutions:

NSLHD Accreditation Portal - Pilot Ryde Hospital Launch March 2024 with all other facilities to launch prior to June 2024: Core solution build delivered and in the refinement phase to inform the other facilities across NSLHD The NSLHD Accreditation Portal is a purpose-build solution in response to the National Safety and Quality Health Service (NSQHS) moving to a short-notice assessment model, requiring entities to maintain a constant state of readiness and preparedness - the solution helps centralize and reuse evidence, and a standardized approach.

NSLHD Medical Handover Application - Pilot Ryde Hospital Launch April 2024: The app aims to assist Medical Admin and Workforce managers by providing a daily dashboard along with streamlining administrative tasks and enhancing efficiency for medical staff management.

RNSH ICU eApproval/eAcknowledgement Solution – Commenced (Launch June 2024): Streamlining staff acknowledgment of new/updated Policies, Procedures, Guidelines (PPGs), and important notices. Provides management visibility on staff compliance and personalised prompts for outstanding approvals/acknowledgments.

Awards and Recognition Solution Replacement – Commenced (Launch May 2024): An initiative in the initial stages designed to transition existing informal awards and recognition solutions off the legacy SharePoint 2013 platform allowing for a more modern and functional solution.

NSLHD Communications

Internal Communication

The Chief Executive announced finalists in the Exceptional People Awards.

The Chief Executive and Acting Board Chair statement on prevention of workplace sexual harassment.

Launch of Quality and Improvement Awards.

Announcement of new NSLHD Executive Medical Director.

Published two editions of the NSLHD News.

External Communication

The Daily Telegraph published an article on Ryde Hospital’s birthing unit and changes to maternity services.

Channel 9 featured Professor Paul Glare from the Kolling Institute on pain management treatment.

Peninsula Living published an article on money raised from a walk funding smartphones for diabetic children at Royal North Shore Hospital.

Radio 2GB featured RNSH’s emergency department following a visit by Premier Chris Minns in relation to the NSW Government’s emergency department taskforce.

Sydney Morning Herald reported NSW Government’s announcement of changes to the four paediatric mental health beds at Northern Beaches Hospital.

Channel 9 reported on Kolling Insitute’s Professor Manuella Ferreria on knee pain research.

Peninsula Living featured Adolescent and Young Adult’s Hospice, Manly first birthday.

Social Media

Platform	February 2024	% Change from January 2024
Facebook	41,722 followers	0.2%
		(41,645 followers)
LinkedIn	15,785 followers	2.9%
		(15,343 followers)
Instagram	1,634 followers	3.5%
		(1,578 followers)
Twitter	2,243 followers	0%
		(2,242 followers)

Events

International Women’s Day (8 March)

Electronic Vehicle launch (Friday 15 March)

Exceptional People’s Awards (18th March)

Planetary Health Showcase (19th March)

Philanthropy

NORTH Foundation Update

The Donor Journey Project is underway to improve the NORTH Foundation’s fundraising approach for major donors to increase acquisition of new donors and improve retention / re-donation rates of existing donors - acquire new donors and feed them into the engagement channels; and optimise engagement with current contacts – both donors and others.

The NORTH Foundation continues to screen database for top donors in Australia (list of 350+) and continues prospect identification and profiling. Screenings of database resulted in 700+ matches with Private Ancillary Fund (PAF) directors, and 500+ matches with Rich Listers. Prospects identified so far through matches from screenings, local PAFs, and PAFs that fund medical equipment.

Planning for a capital campaign to raise \$55m for the Cancer Clinical Trials, Research and Development Centre at Royal North Shore Hospital has started

The NORTH Foundation have partnered with [Safewill](#) - Australia’s most trusted online Will writing platform, giving our supporters and wider community the opportunity to create your legally valid Will in just a few clicks.

The NORTH Foundation has commenced planning on the new 5 year strategy (FY25-FY29). Initially having NORTH Foundation Board Strategy Workshop on 20 March.

Chief Executive

Meeting with Michael Nugent, Independent Chair Kolling Institute Medical Research

On 15 February 2024 I was pleased to meet with Michael Nugent regarding future collaboration opportunities with the health service, University of Sydney and other partners. A renewed focus on opportunities for the Kolling Institute to support our ambitions in clinical trials and cancer were also discussed.

Meeting with State Member of Parliament for North Shore

On 16 February 2024, Simon Radmore and I briefed Felicity Wilson, Member for North Shore on the Royal North Shore Precinct masterplan and local health issues.

Meeting with Chair Research Australia and CEO, Digital Health CRC

On 19 February 2024 I was pleased to meet with Associate Professor Annette Schmiede, Chair Research Australia and CEO, Digital Health CRC. Professor Schmiede outlined opportunities for collaboration with the Digital Health CRC in areas such as clinical trials and AI.

Event - Celebrating the 46th Sydney Gay and Lesbian Mardi Gras and the Secretary’s Rainbow baking competition

On 20 February 2024 I had the pleasure of attending “*Celebrating the 46th Sydney Gay and Lesbian Mardi Gras*” and the “*Secretary’s Rainbow baking competition*”. The Event was hosted by the Secretary of NSW Health.

NSLHD Senior Leadership Team, ways of working session

On 23 February 2024, the NSLHD Senior Leadership Team, participated in a half day executive ways of working session. The session included team activity and predictive index analysis and was externally facilitated with support from the NSLHD People and Culture Organisational Development Team.

2024 Excellence in Allied Health Awards

On 29 February 2024, I joined my NSLHD and NSW Ministry of Health colleagues at the 2024 Excellence in Allied Health Awards. It was an outstanding achievement to have 4 NSLHD Allied Health staff recognised as finalists with the Minister for Health the Hon. Ryan Park acknowledging in his speech the work of Kerrie Crannis, Child Life Therapist at Royal North Shore Hospital.

NSW Health Senior Executive Forum

On 1 March 2024 I attended the NSW Health Senior Executive Forum meeting with the meeting having a focused theme on mental health and wellbeing.

Inaugural Sydney North HealthCARE Precinct Executive Council Meeting

On 6 March 2024 I chaired the Inaugural Sydney North HealthCARE Precinct Executive Council Meeting. At this Council meeting, there was agreement on terms of reference, naming and membership with a rich discussion on precinct priorities over the coming year across key focus areas of AI and digital health, clinical trials, cancer, musculoskeletal and research & teaching infrastructure development opportunities.

MUMs and NUMs Professional Development Day

On 7 March 2024 I had the opportunity to address the MUMs and NUMs Professional Development Day where I spoke with our nursing managers about key strategic priorities in research and academic partnerships, planetary health, diversity and inclusion. It was also an opportunity for me to brief our nursing managers on our performance and improvement initiatives across timely access for care, financial performance and accreditation preparation.

NSLHD Board Strategy Day

On 8 March 2024, Mr Trevor Danos AM, Board Chair, Northern Sydney Local Health District and myself hosted the annual NSLHD Board Strategy Day. The theme for this year’s event was ‘Mental Health Drug & Alcohol and Wellbeing’. The engagement was an opportunity to discuss strategic objectives, opportunities, and key challenges in MHDA with a view to enhancing service capacity and capability for the consumers and carers of the NSLHD Community. The event was attended by NSLHD Board Members, Executive, internal and external MHDA stakeholders.

Guest keynote speakers included Matthew Caruana, Mental Fitness Facilitator, Dr Brendan Flynn, Executive Director Mental Health, NSW Ministry of Health and the Hon Rose Jackson, MLC, Minister for Legislative Council, Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Health, Minister for Youth, Minister for the North Coast. Dr Flynn and Minister Jackson delivered separate addresses on their strategic priorities and vision for mental health services. Matthew Caruana provided an inspirational patient story.

Site visit of the RNSH Spinal Unit

On 11 March 2024 I conducted a ward round visit of the RNSH Statewide Spinal Unit. The medical and nursing leads together with allied health team members were able to brief me on service enhancement opportunities, issues related to our complex patients such as those requiring spinal plastics services, patient flow challenges and research opportunities.

Australian Healthcare and Hospitals Association (AHHA)

I participated in the national board meeting of the AHHA on 12 March.

Macquarie University Doctor of Medicine Accreditation

I was interviewed on 12 March by the accreditation panel of the Australian Medical Council undertaking a review of the Macquarie University Doctor of Medicine programme. At the interview I outlined our commitment to partnering with Macquarie University in the delivery of medical education and acknowledged the diverse initiatives undertaken with our two organisations across teaching and research.



Adjunct Professor Anthony M. Schembri AM
Chief Executive

Date: 12 March 2024