

CE Report



Health
Northern Sydney
Local Health District

**Chief Executive's Report to the NSLHD Board,
the Finance, Risk & Performance Committee,
and the Board, Audit & Risk Committee
September 2021**



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NSLHD PERFORMANCE

According to the NSW Health Performance Framework, NSLHD remains at Performance Level 0 – 'No Performance Issues.' This is the highest Performance Level attainable.

SAFETY AND QUALITY INDICATORS (August 2021)

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.3	0.7		≤ 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%	9.6%	3.4%		≤ 13.0%	9.4%	3.6%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	85%	10.1%		≥ 75%	85%	10.4%
Unplanned Hospital Readmissions [#]		6.4%	5.7%	0.7%		6.6%	5.8%	0.8%

¹Data 2 month delay

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

SAFETY AND QUALITY

Real Time Patient Experience

NSLHD has partnered with the Clinical Excellence Commission (CEC) to develop a Real Time Patient Experience feedback system, the first of its kind in NSW. Measuring the Real Time Patient Experience improves access to timely patient experience data and reporting. A trial of the feedback system commenced on 23 August 2021 in specific wards at Royal North Shore Hospital (RNSH), Hornsby Ku-ring-gai Hospital (HKH) and Ryde Hospital. Patients involved in the trial receive a text message following discharge requesting them to rate their patient experience. The trial will run for a period of eight weeks.

Accreditation

Following consultation with the Australian Council of Healthcare Standards (ACHS) and Australian Commission on Safety and Quality in Health Care (ACSQHC), accreditation assessments for RNSH, HKH and Ryde Hospital have been rescheduled to 2022 due to COVID-19 restrictions.

PATIENT FLOW AND SERVICE ACCESS ¹

The 2020 data provided reflects the effect of the COVID-19 pandemic on Emergency Department (ED) activity. Data from 2019 has been included for comparative purposes.

Across NSLHD, there were 10,813 presentations to EDs in July 2021, a decrease of 7% (837) when compared to July 2020. When compared to July 2019, this demonstrates a decrease of 19% (2,581) ED presentations.

¹ This data is for RNSH, HKH and Ryde Hospital. Northern Beaches Hospital (NBH) data is contained within a separate section.

NSLHD achieved 96% for Transfer of care (ToC) in July 2021. Emergency Treatment Performance (ETP) for the month was 68%. Within this, RNSH achieved 59%, HKH achieved 79% and Ryde Hospital achieved 74%.

NSLHD had 24 patients overdue for elective surgery at the end of July 2021, a reflection of the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to temporarily suspend all non-urgent elective surgery.

ED Presentations

ED presentations to NSLHD for July 2021 decreased by 837 patients overall when compared to July 2020. ED presentations to NSLHD for July 2021 decreased by 2,581 patients when compared to July 2019.

There were 5,509 ED presentations to RNSH in July 2021. This is a decrease of 14.5% (940 patients) when compared to July 2020, and a decrease of 25% (1,845 patients) when compared to July 2019.

There were 3,167 ED presentations to RNSH in July 2021. This is a decrease of 3% (96 patients) when compared to July 2020, and a decrease of 12% (439 patients) when compared to July 2019.

There were 2,137 ED presentations to Ryde Hospital in July 2021. This is an increase of 10% (199 patients) when compared to July 2020, and a decrease of 12% (297 patients) when compared to July 2019.

Emergency Treatment Performance

ETP was 68% in July 2021 against the target of 81%. This demonstrates a decrease of 2% when compared to July 2020 (70%). This also demonstrates an increase of 1% when compared to July 2019 (67%).

ETP at RNSH was 59% for July 2021, a decrease of 2% from July 2020 (61%). This was also a decrease of 1% when compared to July 2019 (60%).

ETP at HKH was 79% for July 2021, a decrease of 4% from July 2020 (83%). This was also an increase of 6% when compared to July 2019 (73%).

ETP at Ryde Hospital was 74% for July 2021, a decrease of 5% from July 2020 (79%). This was also a decrease of 6% when compared to July 2019 (80%).

Transfer of Care (ToC)

ToC for NSLHD was 96% in July 2021 against the target of 90%.

ToC at RNSH was 94% for July 2021, this is alongside an 18.5% decrease in ambulance arrivals (307 ambulances) when compared to July 2020, and a 23% decrease in ambulance arrivals (401 ambulances) when compared to July 2019.

ToC at HKH was 92% for July 2021, this is alongside a 7% increase in ambulance arrivals (48 ambulances) when compared to July 2020, and an 8% decrease in ambulance arrivals (70 ambulances) when compared to July 2019.

ToC at Ryde Hospital was 98% for July 2021, this is alongside a 14% increase in ambulance arrivals (75 ambulances) when compared to July 2020, and a 1% decrease in ambulance arrivals (8 ambulances) when compared to July 2019.

ED Triage

NSLHD met the target for Triage Category 1 in July 2020. Within this, all facilities achieved 100%.

NSLHD achieved 85% for Triage Category 2 against the target of 95%. Within this, RNSH recorded 81%, HKH recorded 92% and Ryde Hospital recorded 89%.

NSLHD achieved 86% for Triage Category 3 against the target of 85%. Within this, RNSH recorded 84%, HKH recorded 85% and Ryde Hospital recorded 92%.

NSLHD achieved 90% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

NSLHD achieved 98% for Triage Category 5 against the target of 70%. Within this, all facilities met the target.

Elective Surgery Access Performance (ESAP)

At the end of July 2021, there were 24 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and MoH directive to temporarily suspend all non-urgent elective surgery activity.

ESAP for Category 1 patients was 99% against the target of 100%. Category 2 performance was 91% against the target of 97%, and Category 3 performance was 96% against the target of 97%.

Average Length of Stay (ALOS)

The ALOS for admitted patients at RNSH for July 2021 was 3.75 days. This is below the target of 4.93 days.

The ALOS for admitted patients at HKH for July 2021 was 3.83 days. This has been consistently below the target of 3.94 days for 12 months.

The ALOS for admitted patients at Ryde Hospital for July 2021 was 4.82 days. This is above the target of 3.69 days.

NORTHERN BEACHES HOSPITAL (NBH) REPORT

ED Presentations

There were 5,342 ED presentations to NBH for July 2021 (excluding COVID-19 Testing Clinic presentations). This is a decrease of 17.9% when compared to June 2021 (6,507 presentations).

For July 2021, NBH recorded 7,493 COVID-19 Testing Clinic presentations. This is an increase of 67.9% when compared to June 2021 (4,464 presentations).

Transfer of Care (ToC)

NBH continues to perform strongly against ToC, achieving 99.6% in July 2021.

Emergency Treatment Performance (ETP)

As COVID-19 Testing Clinic presentations are registered as Category 5 ED Activity, ETP accuracy may be affected.

Overall ETP at NBH was 86.4% in July 2021, an increase of 7.8% from June 2021 (78.6%).

Admitted ETP at NBH was 41.4% in July 2021, an increase of 5.7% from June 2021 (35.7%).

SERVICE IMPROVEMENT AND INNOVATION

NSLHD Innovation Program

The NSLHD Innovation Program Round Two event scheduled for August 2021 was cancelled due to COVID-19. Submissions were instead judged out of session by the NSLHD Innovation Committee. Key Committee members include Professor Margaret Fry (nursing representative), Adam Johnston (consumer representative), Professor Carolyn Sue (research representative) and Dr Katrina Pirie (medical representative). The Committee awarded \$50,000 to the *'Face Value: Using Digital 3D Technology for Burns Scar Management'* project where funds will be used to purchase 3D scanning technology for use in the RNSH Severe Burn Injury Unit. The technology will replace traditional casting methods in the design and manufacture of transparent facial orthoses for facial scar management. This will significantly improve the patient experience and reduce the re-traumatisation that occurs with traditional casting methods.

INTEGRATED CARE

Planned Care for Better Health (PCBH)

The current focus of the PCBH implementation is on the introduction of a new navigation only function that refers patients to alternate health services.

The Risk of Hospitalisation algorithm is being analysed to determine whether it is appropriate for use more broadly outside of PCBH. Key areas of clinical review will include the appropriateness of patients for existing services, and assessment of whether patients are already accessing a NSLHD service.

Collaborative Commissioning

NSLHD are assisting the MoH with the development of an academic paper on Collaborating Commissioning and are providing information specific to the NSLHD Collaborative Commissioning process and model.

FINANCIAL PERFORMANCE

General Fund

Overview

In August 2021, NSLHD recorded a Net Cost of Service (NCOS) of \$9.6M (-7%) unfavourable, resulting in \$20.1M (-7.4%) 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 \$6.5M (-2.5%) unfavourable for August 2021. NSLHD continues to work closely with the MoH to assess the impact of COVID-19 on NSLHD's financial results.

District Finance and each Hospital and Service are working collaboratively on individual Efficiency Improvement Plans and on strategies to ensure overall financial sustainability.

Total Expenses

In August 2021, NSLHD recorded \$1.3M (-0.4%) unfavourable year to date for Total Expenses (after adjusting for the impact of the COVID-19 response).

NSLHD recorded \$22.6M year to date for overall COVID-19 expenses. This includes expenses related to COVID-19 testing clinics, vaccinations and outsourced patient service activities.

Revenue

In August 2021, NSLHD recorded \$4.8M (-11%) unfavourable year to date for Total Own Sources Revenue. This is primarily driven by a reduction in private inpatient and outpatient activity due to COVID-19.

SERVICE UPDATES

Aboriginal Health Service

The NSLHD Director, Aboriginal Health, a Registered Nurse and two RNSH Intensive Care Unit Nurses have been redeployed to support NSW Health's COVID-19 response in Aboriginal communities in the Far West Local Health District.

Allied Health

To assist with the COVID-19 vaccination rollout, the *NSW Poisons and Therapeutic Goods Act 1966* has been amended to include a number of Allied Health disciplines as 'Authorised Health Practitioners' and 'Authorised Health Practitioner Students'. These include Podiatrists, Radiographers, Radiation Therapists, Physiotherapists, Occupational Therapists, Speech Pathologists and Dietitians.

The Allied Health Directorate are currently undertaking a number of workforce initiatives to assist with the NSW Health and NSLHD COVID-19 response, including NSLHD Authorised Health Practitioner recruitment, State-wide Authorised Health Practitioner recruitment and Allied Health Student Vaccination Worker recruitment. The NSLHD COVID-19 Allied Health Workforce Bank is recruiting Allied Health professionals to work across the District in Special Health Accommodation, contact tracing, COVID-19 response teams, testing facilities, outreach teams and to provide backfill to acute and non-acute areas within District as required.

Allied Health Professions Day will be celebrated in NSLHD on Thursday 14 October 2021. The #humansofalliedhealth campaign will launch in late September across NSLHD social media platforms. The campaign will include social medial posts that will explore the delivery of patient care, patient outcomes, the clinician-patient relationship, and the reasons that drew clinicians to join an Allied Health profession.

Mental Health, Drug & Alcohol (MHDA)

MHDA COVID-19 Response

MHDA is finalising the 'MHDA COVID-19 Response Plan' to supplement NSLHD guidance in relation to appropriate pathways for consumers of MHDA services. The plan is being integrated into the broader community COVID-19 response.

The MHDA Glad You Asked Consumer Peer Worker video launch event was held virtually on 1 September 2021. The video explores role of Consumer Peer Workers and celebrates their unique skills and expertise. The event was attended by the Hon Bronnie Taylor, Minister for Mental Health, Regional Youth and Women, Tim Heffernan, NSW Deputy Mental Health Commissioner and NSLHD representatives.

Primary & Community Health (PACH)

Due to COVID-19, all routine Oral Health services (excluding emergency dental) and all BreastScreen services have been temporarily suspended. PACH staff across Oral Health, BreastScreen and Child and Family Health have been redeployed to support the NSW Health COVID-19 response.

Counter Disaster The Counter Disaster Unit continues to provide support when requested as a part of the COVID-19 response and Greater Sydney lockdown, including support to Directorates and acting as a conduit for clarification requests from Local Emergency Management Committees and local councils.

The NSW Regional Emergency Operations Centre (REOC) has been stood up to support the COVID-19 response. NSLHD provides relevant reports to the REOC when requested.

COMMUNICATIONS

Internal Media

- Two NSLHD Newsletters were published in August 2021
- Chief Executive (CE) COVID-19 updates were broadcast regularly to all staff
- CE and General Manager broadcasts on R U OK? Day
- CE Broadcast to promote the Public Service Commission People Matter Employee Survey
- CE Broadcast on the NSLHD Exceptional People Awards – Nominations Open
- Promotion of the 2021 NSLHD Research Annual Report
- Internal and external promotion of the Neuroscience and Pain Research Showcase – the first large-scale priority research area event since the launch of the Kolling Institute Research Strategy
- Promotion of the new monthly Kolling Institute Research Seminar Series

Social Media

- The NSLHD Facebook page has almost 40,000 followers, with one post reaching more than 157,000 people The NSLHD Twitter page has 50 new followers with 3,000 views.
- The NSLHD LinkedIn page has had more than 160 new followers.
- Publication of a RNSH ICU Staff video encouraging the COVID-19 vaccination
- During August 2021, COVID-19 public health messages and community awareness across all NSLHD social media channels were prioritised.

External Media

- COVID-19 case alert statements provided to local media
- Three COVID-19 Media Statements
- RNSH clinician and researcher Professor Ravi Bhindi is leading the largest study of its type in Australia that investigates the cardiac complications of COVID-19 on hospitalised patients.
- The National Tribune published an article on funding announced by the Hon Greg Hunt, Minister for Health and Aged Care, which will see the Kolling Institute's Dr Cindy Shu embedded in a regenerative medicine company (Regeneus) to increase translational research and commercial opportunities. Dr Shu's expertise is osteoarthritis research.
- The Science Media Exchange published new research, involving Professor Jim Elliott which may revolutionise the diagnosis and treatment of whiplash injuries, one of the most common and challenging injuries following a non-catastrophic motor vehicle collision.
- North Shore Living published an article on Kolling Institute researchers partnering with international experts to examine an innovative approach to nerve pain for those with spinal cord injuries.

Upcoming Events

- NSLHD Allied Health Recognition Awards - 14 October 2021
- NSLHD Annual Public Meeting - November 2021
- NSLHD Exceptional People Awards - November 2021

Projects

- Diversity, Inclusion and Belonging video to be shared on the NSLHD website, social media and via an all-staff broadcast
- Publication of the St Leonards Health Campus, Health, Research and Education Precinct Plan
- Working with key Planetary Health Committee members on the NSLHD Planetary Health Annual Report
- Ryde Hospital Redevelopment communications
- Prevention and Response to Violence and Neglect (PARVAN) communications planning
- Manly Hospital Adolescent and Young Adult Hospice (AYAH) communications
- COVID-19 support to vaccination hubs and hospitals
- COVID-19 historical book

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Clinical Informatics Projects

Comprehensive Care and Smoking Cessation Projects

Go-live dates for the Comprehensive Care (risk screening assessment and diagnosis and documentation workflow components) and Smoking Cessation projects have been postponed due to COVID-19. In the interim, the ICT Clinical Informatics Team will focus support towards local initiatives and the Virtual Hospital. The new go-live dates will be organised in consultation with eHealth NSW, the Cancer Institute and NSLHD clinicians. The Clinical Informatics Unit will continue to align the governance, change management and training activities across all projects to ensure effective use of resources and clinical engagement.

eMeds enhancements

Enhancements to IV Fluid Management and Patient Friendly Medication Lists are on track to be delivered by early 2022.

NSLHD continues to partner with eHealth NSW to implement several key ICT projects. Key project updates include:

- Waitlist Optimisation Project: Work on a state-wide initiative to modernise the current waitlist functionality is underway and is expected to be implemented in February 2022. A team has been recruited and build is underway.
- Drug Burden Index (DBI): The DBI pilot is still in an evaluation period that will be complete in August 2021.
- Electronic Record for Intensive Care (eRIC) and eMR Interoperability: Evaluation of the Proof of Concept between eRIC and eMR at RNSH and HKH is complete. A new version including system enhancements currently being tested and will be installed in September 2021.
- Electronic Record for Neonatal Intensive Care (eRIC NICU): The project is in the initiation phase with the inaugural Steering Committee planned for September 2021.

Statewide RIS/PACS Program (Medical Imaging System Replacement/Upgrade)

Following go-live in June 2021, the Project was extended to complete some additional deliverables and will finish at the end of September 2021. RIS Performance issues encountered after go live will be addressed by a version upgrade that is currently being tested and will be implemented in September 2021. This RIS upgrade will also add SMS appointment reminder functionality. Electronic form functionality will be implemented during September 2021. The Project Team are completing final data migration tasks to enable the decommissioning of the legacy GE RIS-PACS servers.

Cyber-Security

The annual cyber declaration is complete. Internal Audit have engaged a third-party agency to conduct a cyber-security review, to be completed by the end of September 2021.

ICT is in the process of implementing the ServiceNow Change Management Database (CMDB) and an enterprise-wide vulnerability management system. These projects are led by eHealth and will be implemented across both NSLHD and Central Coast Local Health District (CCLHD) in order to improve device management processes.

A third-party vendor has been engaged to conduct a compromise assessment, the assessment will focus on identifying any systems that may be compromised due to hacking or malware attempts.

eHealth NSW are leading an uplift program of critical ICT assets, called Crown Jewels. An initial draft of the program has been completed with baseline strategies identified to prevent, detect and respond to known cyber security threats. Local Cyber Security Roadmap activities continue with a focus on updating the roadmap for 2021-2022 in alignment with the eHealth approach and protecting core infrastructure, and frequently used patient applications.

HKH Redevelopment

Planning has commenced for the ICT component of the HKH Redevelopment Stage 2A with a focus on key project dependencies around the ICT network and mobile phone reception.

Manly Adolescent and Young Adult Hospice (AYAH)

Conversations have recommenced with Health Infrastructure (HI) and NSLHD around the delivery of the ICT Plan, including working through patient entertainment requirements which will be unique for this patient cohort.

Ryde Hospital Redevelopment

Early-stage planning continues to assess how ICT can support development of virtual models of care and digital innovation in the Ryde Redevelopment.

MEDICAL SERVICES

Assistant in Medicine (AiM)

AiM placements will recommence across RNSH, HKH, Mona Vale Hospital and the Virtual Hospital in September 2021. AiM positions are filled by final year medical students from The University Sydney and Macquarie University. AiMs provide medical care and support as part of a multi-disciplinary team, including assisting with patient assessment and management.

NURSING AND MIDWIFERY

In addition to COVID-19 initiatives, the Nursing and Midwifery Directorate is working on the review and update of nursing and midwifery policies and procedures, continued education support for our transitioning enrolled and registered nurses working in the COVID-19 Vaccination Hubs and Testing Clinics, and the Mental Health Pathways in Practice Program (MHPiP).

Nursing and Midwifery Workforce

The Nursing and Midwifery Workforce continues to support NSLHD's COVID-19 response. Key initiatives include:

- Provision of additional staff to the Virtual Hospital through the NSLHD Nursing and Midwifery Casual Pool and assisting with recruitment efforts.
- Collaborating with the Allied Health Directorate to support advertisement and recruitment of healthcare vaccinator positions.
- Establishment of specialised agency contracts in some cases to supply suitably qualified staff.
- Continued replenishment of the NSLHD Nursing and Midwifery Casual Pool, COVID-19 Surge Workforce and agency staff through ongoing recruitment and on boarding

- Liaising with universities and TAFE to distribute an Expression of Interest (EOI) for undergraduate and enrolled nursing students to participate in the COVID-19 Surge Workforce. As undergraduate Assistant in Nursing (AINs), successful candidates will work across all areas of the COVID-19 response including screening, contact tracing, vaccination clinics and Special Health Accommodation (SHA).
- Supporting COVID-19 clinics and vaccination hubs with rostering templates and advice to ensure visibility and accurate rostering capability is maintained.
- Collaborating with Centre for Education and Talent Development (CETD) to develop an educational program to develop the clinical skills of new graduate Registered and Enrolled Nurses within the COVID-19 Response Team.

GradStart

Interviews are now complete for the 2022 GradStart intake for newly registered nurses and midwives and reference checks are now taking place. Hospital and Service Directors of Nursing and Midwifery will review and select candidates. All candidates will be notified by November 2021.

COVID-19 Update

COVID-19 Testing Clinics

COVID-19 Testing Clinics continue to operate across RNSH, HKH, MVH, Ryde Hospital, NBH and the Brookvale Community Health Centre. As at 30 August 2021, NSLHD COVID-19 Testing Clinics conduct an average of 9,000 tests per week.

A Priority Staff-Only COVID-19 Testing Clinic has been established at RNSH. All NSLHD staff who work in high risk settings (ICU, ED, COVID-19 Wards and Testing Centres) have been requested to undergo surveillance testing every 72 hours.

COVID-19 Exposure Contact Centre

A NSLHD COVID-19 Exposure Contact Centre (CECC) has been established and will be responsible for the management of all NSLHD staff who are exposed to a COVID-19 positive case. To date, the CECC has managed 774 staff who have been exposed to a COVID-19 positive case whilst at work. CECC staff provide welfare checks to all staff and have the ability to provide reports to each of the General Managers and Service Directors to indicate when staff are expected to return to work. Where a staff member becomes unwell due to COVID-19 or has other health issues during their isolation period, they will be transferred into the care of the Virtual Hospital for ongoing management.

Virtual Hospital

The capacity of the Virtual Hospital has been expanded to safely manage the admission of an increased number of COVID-19 patients from Western Sydney Local Health District, in addition to local NSLHD patients. An additional Virtual Hospital Clinical Co-Director, a General Manager, Director Nursing and Manager Clinical Governance have been temporarily appointed.

Maternity Services

The Maternal, Neonatal and Women's Health Clinical Network have established weekly multidisciplinary COVID-19 planning meetings for maternity services with stakeholders from each Hospital. Attendees have been divided into working groups, focusing on the following priorities:

- Clinical guidance for COVID-19 positive pregnant women
- Vaccination strategy for pregnant women
- Local process for managing pregnant women admitted to outlying wards.

The Network is working with the Virtual Hospital to help support pregnant women in their care and to establish oversight of numbers of COVID-19 positive pregnant women in the community, particularly women at term, who are likely to birth during their illness.

Patient Access and Logistic Unit (PALS)

The PALS Unit have been assisting the MoH with the rollout of the initial phase of the new Patient Flow Portal in NSLHD.

Users now have the ability to create inter-ward transfers and review the COVID-19 Dashboard from a Hospital or District level. The new Patient Flow Portal will have full functionality from December 2021.

PEOPLE AND CULTURE

NSLHD People Plan

Over 900 staff across NSLHD submitted responses as part of consultation surveys for the next NSLHD People Plan. Three in-depth focus groups were also held with multidisciplinary staff members. Feedback from the consultation sessions and surveys is currently being reviewed. The NSLHD People Plan will incorporate alignment with existing work programs and priorities, as well as the workforce needs outlined in the NSW Health Future Health Strategy. Results from the 2021 People Matter Engagement Survey will also inform the final version of the Plan.

Diversity, Inclusion and Belonging

The NSLHD Diversity, Inclusion and Belonging video is now available, featuring members from NSLHD Employee Networks. The Employee Networks have continued to meet to drive the NSLHD Diversity, Inclusion and Belonging Strategy. Work has commenced on embedding diversity and inclusion across a number of areas of work. Some examples include:

- *Recruitment* - In addition to the publication of the *Aboriginal and Torres Strait Islander Recruitment and Retention Procedure (PR2012_040)*, a guide has been developed for convenors to consider diversity and inclusion in each recruitment action taking place. This information is being shared with each Requisition.
- *Orientation* - A review of NSLHD orientation has taken place by the Employee Network for Disability with recommendations made to improve inclusivity of the orientation program. These recommendations are being implemented in the Letter of Offer.
- *Procurement* - The procurement team is commencing work to create a Supplier Code of Conduct to capture a commitment to diversity and inclusion, an initiative led by the Women in Leadership Employee Network.
- *Training* - The LGBTQI+ Network has commenced Awareness training for managers and teams with a successful pilot program delivered virtually to Ryde Hospital staff. The Culturally and Linguistically Diverse (CALD) Network is reviewing options for a provider for the Foundations for the Future program aimed at staff members of the CALD community.

Senior Leadership Development Program (SLDP)

The inaugural NSLHD SLDP commenced on 3 August 2021 with 12 participants. The Program is a key deliverable of the NSLHD Leadership Strategy and Action Plan and is being implemented by NSLHD in partnership with external organisation the Partnership People.

Exceptional People Awards 2021

Nominations for the 2021 NSLHD Exceptional People Awards closed on 3 September 2021. The Awards provide an important opportunity to recognise the extraordinary contribution of NSLHD staff who go above and beyond to provide the best care to patients and to celebrate individual staff members and teams who live the true meaning of our CORE values and behaviours charter. Individual winners, team winners and volunteer winners will be awarded at a virtual event that will be held in November 2021.

RESEARCH

Sydney Health Partners

NSLHD had several applications for the inaugural Sydney Health Partners Research Translation Fellowship (RTF) Program. The program provides support for two years for Fellows to develop their capability to translate evidence-based interventions into routine clinical practice.

NSLHD has had a number of strong applications for the Translational Research Grant Scheme (TRGS), which will be submitted to the NSW Health Office for Health and Medical Research. Due to COVID-19 situation, the submission date for this round have been extended to October 2021.

Nursing and Midwifery Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- TRGS application will be submitted through Illawarra Shoalhaven Local Health District (ISLHD)
- Applications for the NSW Health Nursing and Midwifery Operations (NaMO) Nurse Strategy Fund Applications 2021-2022 have been submitted
- NSW Advisory Committees: SPHERE Translation Committee, Emergency Care Institute Committee, Nurse Practitioner Governance Committee, EPIC Committee, and research continued attendance for NSLHD
- Research intranet training site and Nurse Practitioner intranet website updated to MoH policy release
- Review by Nurse Practitioner Governance Committee of Nurse Practitioner Scopes and updated on intranet
- Commenced NSLHD TNP/RN candidate network meetings
- Researcher education program for 2021 sessions via Skype continue
- Clinical Researcher Development Program is underway
- NSLHD Nursing and Midwifery Research and Practice Development Monthly Newsletter continues
- Research inquiry into consultations provided to nurses and midwives included improving the continuity of care for orthopaedic patients and quality improvement processes.
- NSLHD Human Research Ethics Committee and UTS LNR Committee continued attendance

Kolling Institute

Supported by the Kolling Executive Committee, the NORTH Foundation, the University of Sydney, and NSLHD, the Institute has finalised the five goals and sub-goals of the Kolling Institute Research Strategy including:

- Shared sponsors of each goal
- Established priority dates on deliverables
- Identification of risks and issues that could prohibit successful implementation and developing solutions and mitigation strategies
- Established objective next steps and measurable goals
- Development of an aspirational Q1 Journal List.

The Research Plan will be delivered to the Joint Venture Partners for discussion/endorsement at the next Kolling Governance Committee meeting on 15 September 2021.

NORTH FOUNDATION

Board Training and Grateful Patient Fundraising

The NORTH Foundation's Development Committee have recently assisted with the growth and development across multiple portfolios including major gifts and bequests and Grateful Patient Fundraising. This assisted in evaluating different data acquisition methods from Hospitals to the Foundation.

Gifts in Will / Bequests

The NORTH Foundation will take part in a national campaign, 'Include a Charity Week' in September. 'Include a Charity Week' aims to raise the profile of charitable gifts in Wills and provides an opportunity for supporter charities to convey their importance.



Deb Willcox
Chief Executive

Date: 14.9.21