
Chief Executive's Report to the Finance, Risk and Performance Committee,
Board, Audit & Risk Committee and the NSLHD Board
April 2019

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Root Cause Analysis (RCA) training was held at Hornsby Ku-ring-gai Health Service and Ryde Hospital, attended by 19 participants. Since January 2019, 44 NSLHD staff have attended RCA training.

In March 2019, staff from across the District participated in a two day ACSQHC National Standards, version 2, accreditation strategy workshop. A summation of the workshop outcomes was presented to the LHD Executive the following day. Future workshops are planned for Standard 2, Partnering with Consumers and Standard 5 Comprehensive Care Consumer.

Five staff attended a Clinical Excellence Commission workshop regarding implementation of the legislative changes for serious incident and investigation management. The day focused on preliminary risk assessment and alternative investigation methodologies.

PERFORMANCE¹

Summary

NSLHD achieved zero patients overdue for elective surgery at the end of February 2019 for the sixth consecutive month.

February 2019 saw an increase in presentations at Ryde and Hornsby hospitals (8.7% and 3.4% respectively), and in ambulance arrivals at RNSH (5.3%). NSLHD met the transfer of care target of 90%. ETP was 66%, a decrease of 7% compared to the month prior.

All sites were impacted by the junior doctor rotations at the end of January 2019. Planning is underway to ensure a staggered start of the new JMOs in 2020.

At Hornsby, ETP was impacted by the increase in presentations and an increase in complexity, with mental health presentations up by 18% year to date, and paediatric mental health presentations up 25%.

At RNSH a Bed Ready project is underway, to streamline the bed allocation and transfer process.

ED Presentations

Year to date, NSLHD ED presentations are 1.4% below the activity target. The uplift in presentations from the exceptional winter of 2017 continues to mask the year on year growth in ED presentations.

The Urgent Care Centre at Mona Vale is caring for 40-60 patients per day.

¹ This data is for RNSH, Ryde and Hornsby. NBH data is contained within a separate section

Emergency Treatment Performance (ETP)

The ETP result for the District are impacted, in part by the strong results from Manly and Mona Vale Hospitals no longer influencing the total district result, and in part due to the increase in activity across the District.

ETP was 75% at Hornsby, 79% at Ryde and 57% at RNSH.

Transfer of Care

NSLHD continues to perform strongly against this indicator achieving 90% for February 2019, meeting the target.

In February 2019, Ryde achieved TOC of 97% despite a 5.8% increase in ambulance numbers. Hornsby achieved TOC of 95%. The RNSH TOC of 87% was influenced by a 5.3% increase in ambulance arrivals compared to the same month the year prior.

Emergency Department (ED) Triage

NSLHD met the ED triage targets for categories 1, 3, 4 and 5. For category 2, NSLHD achieved 79% against a target of 80%.

Elective Surgery Access Performance (ESAP)

At the end of February 2019 there were no patients overdue for elective surgery.

NSLHD achieved target for ESAP category 1 with all patients receiving their surgery on time.

Category 2 performance was 94% and category 3 performance was 97% against the target of 97%. Targeted work to achieve the final improvement in category 2 performance continues with a focus on Urology and Ear, Nose and Throat surgeries.

Average Length of Stay

The rolling 12 month ALOS at Hornsby is 3.78 days, against the target of 3.91 days. The rolling 12 month ALOS at RNSH is stable at 5.10 days, compared to 5.11 days the year prior. It is 0.23 days above the target ALOS. The 12 month rolling ALOS at Ryde is stable at 4.04 days against the target of 3.89 days.

Northern Beaches Hospital

In February 2019, the NBH had 4,701 ED presentations.

NBH continues to perform strongly against TOC with a result of 97.8% in February 2019, the third consecutive month of meeting the target of 90%.

NBH achieved 100% in all three ESAP categories. There were no patients overdue for surgery at the end of February 2019.

FINANCIAL PERFORMANCE

Overview

The LHD's NCOS for March was \$3.52M (3%) unfavourable, resulting in \$20.5M (2%) unfavourable YTD.

The increase in March reflects the impact of the new accounting standard associated with the bad debt write offs. The District continues to work with facilities on the repairs and maintenance programme and the Performance Support Team continue to identify savings opportunities.

Total Expenses

Total Expenses were \$3.01M (2%) unfavourable for the month and \$21.99M (2%) unfavourable YTD. The unfavourability for the month was driven by salary and wages including overtime in RNS due to high clinical activity.

Revenue

Total NSLHD Own Sources Revenue was \$0.23M (1%) favourable for the month and \$3.17M (2%) favourable for YTD.

OPERATIONS

The Innovation Program 2019 Round One 'Pitch' event was held on the 14 March. The event was live streamed to staff and the hospital TV channel at RNSH. Approximately 100 people attended in person and 80 people via live streaming.

A winner, Chief Executive and best presenter award were given out at the event:

Winner	Let's Talk About Voices
Total prize	\$25,000
Project leads	Valencia Taljaard, Senior Specialist Rehabilitation Clinician Kirralee Hall, Specialist Rehabilitation Clinician Dr Stephanie Bradstock, Senior Psychiatrist
Executive sponsor	Owen Samuels, Clinical Director MHDA
Description	To develop and implement a clinicians' resource of 8 brief animated videos (or video explainers) for use with mental health consumers to illustrate principles of non-pharmacological strategies for better coping with distressing voice hearing (VH) experiences. These will augment the face-to-face Hearing Voices Group Program, which was a NSLHD 2018 Excellence Award Finalist. The video-set will also be a resource for clinicians working with individual consumers, and be utilised in forthcoming clinician training workshops.
CE Award	Bereavement Bags
Total prize	\$15,300
Project leads	Louise Sayers, ICU Staff Support and Bereavement Coordinator Dr Rachel Holbrook, Project Officer Palliative care
Executive sponsor	Katherine Clark, Director Palliative Care NSLHD
Description	To provide a bereavement bag to all families of patients who pass away at a hospital in NSLHD. When a patient dies in hospital it is common practice to return patient's belongings to family members, friends or carers (the bereaved) in a pink plastic bag. As a marker of ongoing care for families at a difficult time and to honour death as much as life, we will enable patient belongings to be returned in a hand-made bag. The bags are currently made by a group of volunteers, who have experienced loss themselves. A bereavement information pack is included in the bag; providing tailored information and resources to support the bereaved.
Best Presenter	Boredom Busters (audience vote)
Total prize	\$5,000 (to kick start the project)
Project leads	Danielle Marks, Speech Pathologist Sarah Barnett, Occupational Therapist Jo Wigan, Social Work Team leader

Executive sponsor	Dr. Jennifer Mann, Manager, Graythwaite Rehabilitation Centre
Description	To implement a weekend therapeutic support and diversional therapy program for patients at Graythwaite Rehabilitation Centre. This includes creating an enriched environment with engaging activities, games, puzzles available to patients, carers and families on the weekends.

Strategy and Service Integration Update

The Ambulatory Care Centre (RNSH) Improvement Project is beginning to have a positive impact the operations of the centre. A number of new initiatives have been developed with clinic staff in Orthopaedics to improve patient access and reduce clinic wait times. Clinical acceptance criteria along with an Out of Area guideline will be implemented from 1st May 2019 when the Primary Health Network published the information on their health pathways. RNSH will support the PHN in communicating the new criteria to GPs.

From April performance reports will be provided to Heads of Department to support engagement with clinicians on finding solutions to enhance access.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for February 2019 were 2.1% above target, and increased 3.4% compared to the same period last year. Within this, separations have increased by 3.7% at RNSH, 3.2% at Hornsby, and 1.5% at Ryde.

Year to date, Acute ABF separations for NSLHD are 2.2% above target, and increased by 4.9% compared to the same period last year.

NWAU

Acute inpatient NWAU are 7.5% above target for the month of January 2018, and increased by 9.2% compared to the same period last year. Within this, NWAU have increased by 12.2% at Ryde, 4.5% at Hornsby, and 9.8% at RNSH.

Year to date, acute inpatient NWAU are 2.2% above target and have increased by 3.7% compared to the same period last year.

COMMUNICATIONS

Media and social media activity during March significantly decreased due to the limitations of the caretaker period (1 March – finalised state election results).

Media

- Positive media included a print media article relating to the Palliative Care Unit at Mona Vale Hospital. Approximately 61,000 people engaged with the NSLHD Facebook pages.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Working with Channel 9 in filming Prof Mark Molloy and bowel cancer research story.

Projects

- Progress has been made on a video project called 'TICK' which aims to empower patients/consumers to take control of their health and manage their own health conditions. Filming of consumer case study 1 has been completed and is currently being edited. Sourcing two more case studies to be included in campaign.

- A communication strategy and promotional material including a video has been developed to assist with the launch of the NSLHD 'Speaking up for Safety' Program which occurred 25 February.
- New quarterly Kolling Institute newsletter about to be published featuring good news on research and other Kolling news.
- Hornsby Hospital's multi-storey car parking fee communications have been prepared with development of further fact sheets as fees are introduced from April
- Analysing and responding to media enquiries regarding the Bureau of Health Information's quarterly report for October to December 2018
- Ongoing communication re: Mona Vale Hospital redevelopment works
- Flu vaccine campaign - filming with Dr Clare Skinner for joint project with Northern Sydney Primary Health Network to encourage residents to have a flu vaccine as we approach flu season
- Pre-production phase of a video to promote NSLHD research

Events

- Planning underway for RNSH Volunteer Appreciation Day Monday May 20
- Planning underway for launch of NSLHD Carer Strategy Friday May 24.
- Working with facilities and MoH to prepare communications for International Nurses and Midwife's Day/s including filming at Royal North Shore and Ryde Hospitals
- Work has commenced for the launch of the inaugural NSLHD Quality and Improvement Awards that will recognise staff for their contribution to projects that have had a positive impact on service improvement – save the date distributed, newsletter promotion, intranet banner, trophy design finalised.
- NSLHD 'Northern Lights' research showcase is in preliminary planning stages, first event is tentatively scheduled for June and will showcase the NSLHD Musculoskeletal Team. This showcase series is being developed to build the NSLHD research profile and highlight our work to colleagues, industry and philanthropic groups.

ABORIGINAL HEALTH SERVICES

The Director of Aboriginal Health, Peter Shine attended the Overcoming Indigenous Family Violence Forum 2019 in Melbourne. Peter participated on the advisory board at the Forum and provided the opening address.

The Clinical Nurse Consultant of the Aboriginal Health Service, Mary Florance attended the Close the Gap for Vision by 2020 National Conference 2019 in Alice Springs, at the invitation of the Sydney North Primary Health Network. Mary recently established the first optometry clinic, in Northern Sydney Local Health District, at Bungee Bidgel at the Hornsby GP Clinic.

The NSLHD Aboriginal Health Service held the first Aboriginal and Torres Strait Islander Staff Networking Day on the 29th March 2019. The day provided an opportunity for Aboriginal and Torres Strait Islander NSLHD staff to get together and better understand the opportunities available for cultural support, career advice and study pathways.

PRIMARY & COMMUNITY HEALTH

Aged and Chronic Care and Allied Health

NSLHD have provided input into the NSW Health response to questions from the Royal Commission into Aged Care Quality and Safety. The request related to the interface between the aged care system and the hospital system.

The Transitional Aged Care Program (TACP) held a Consumer Forum for clients on 26th March.

Child, Youth and Family

The Child Youth and Family Health (CYFH) Directorate continues to work closely with Sydney North Health Network (SNHN) HealthPathways team to develop and standardise referral pathways from General Practice to NSLHD child, youth and paediatric services. The partnership between NSLHD CYFH and Paediatric Services and SNHN has resulted in the development of 42 child, youth and/or paediatric pathways. An additional 15 pathways are in progress and a further 8 completed pathways link to NSLHD child, youth and/or paediatric service. This is a noteworthy increase on the 10 priority pathways originally identified for development in 2017.

The First 2000 Days - Conception to Age 5 Framework (NSW Ministry of Health, 2019) identifies the importance of the first 2000 days and the critical impact this period in a child's life has on their lifetime physical, cognitive, social and emotional health. Child and Family Health (CFH) Services play an optimal role in facilitating best health and wellbeing outcomes for children.

Targeted programs and community initiatives to promote the optimal health and wellbeing of children and their families in 2018 included:

- July – December 2018 coordination of Pregnancy Family Conferencing Program (PFC) and facilitation of 5 of the 11 2018 PFC referrals.
- Follow-up of infants 0-6 months of age presenting to RNS Emergency Department. Responded to and coordinated 78 General Practice and community referrals.
- Participation in 34 community activities and expos including - working party member for the inaugural Caber-ra Nanga Health and Wellbeing Day, Lower North Shore Child and Family Interagency Forum 'Understanding the Impact of Trauma on Children and Families' and annual local Children's Week Celebrations; panel member for Domestic Violence Forums for Religious and Community Leaders and 'Ready for Life Ready for Success (RFL.RFS.) Primary and High School Forums
- Facilitation of parenting sessions targeting isolated parents and carers of young children from culturally and linguistically diverse backgrounds and parents experiencing psychosocial vulnerabilities and/or adjusting to parenting difficulties including CatholicCare and The Northern Centre supported playgroups and RFL.RS. Transition to School, 'Living in Australia' and Community Builders Korean Little Learners Programs.
- Collaborated in 16 professional development activities including CFH clinical updates for General Practice, RNS ED JMOs and Northern Sydney Child Youth and Mental Health Service and Northern Sydney Drug and Alcohol and Gambling Services; facilitated CFH sessions for Non-Government Organisations working with vulnerable families; and guest speaker for Graduate Certificate Child and Family Health Nursing.
- Developed and disseminated monthly Child Youth and Family Update for nurses working in General Practice.

A new 2018 Quality Initiative (QI), 'My Brain Matters' Infograph project was commenced in partnership with CYFH CNC Quality and Data (Ms Jenny McDonald). The 'My Brain Matters' Infograph is a one page visual tool Child and Family Health Services will be able to utilise to promote community awareness of the critical ages for young children's early brain development. As part of this QI project the CYFH Directorate are working in partnership with NSLHD Aboriginal Health Service to develop a companion 'My Brain Matters – How deadly is your tot doing?' family resource that will contain culturally sensitive First Nations artwork, language and photographs.

COUNTER DISASTER

Northern Sydney Local Health District (NSLHD) has participated in the review of music festival event plans and provided on site health care in line with the revised NSW Liquor & Gaming Music Festival Licence Application process. During this reporting period the LHD has deployed a Health Response Team to “Lost City” in conjunction with Sydney Children’s Hospital and supported “The Drop” at Manly.

The Emergency Number - ‘2222’ ‘Go Live’ occurred on 4 March 2019. A “watching brief” is in place to enable compliance monitoring of dialling the correct emergency number where able, and targeting education.

PATIENT ACCESS TRANSPORT UNIT (PATU)

- The final report for the Patient Transport Activity Management (PTAM) Project is now complete inclusive of project results and recommendations.
- Contribution to the Patient Transport Service (PTS) “Booking Better” Project continues. Roll out of the project initiatives is anticipated in late April 2019.
- NSLHD sites are preparing for the transition of the PTS Web Booking Portal, in April 2019, to the Patient Flow Portal (PFP). The PFP will enable NSLHD staff to access transport bookings for in-patient, non-inpatient and out-patient clinical.

PLANNING

The review and update of current NSLHD Clinical Services Plan (CSP) is progressing. Consultation with key services and hospital clinical councils is now complete and the final Clinical Services Plan document is being prepared to go to publication at the end of April.

WORKFORCE

Allied Health Assistant (AHA) Award

NSLHD is nearing completion of the transition of approximately 60 new and existing staff onto the new AHA Award which is being, for existing employees, back dated to April 2018. Where ever possible, this has enabled these valued employees to receive pay increases in line with their skills and qualifications.

Staff Wellbeing

Workforce team and Clinical staff at Hornsby Hospital presented the District’s progress in staff wellbeing initiatives to the Ministry of Health 7 March, which includes programs focusing on healthy workplaces, staff mental wellbeing, staff physical wellbeing and safe cultures. The presentation included the work to date by the JMO Wellbeing Board committee.

Aboriginal Population Health Initiative (APHI) Traineeship

An application was submitted to the Ministry of Health for NSLHD’s first APHI trainee. This is a 3 year Masters degree program which includes a range of placements across the LHD, led by the Aboriginal Health Service and supported by the Workforce Directorate, Population Health Services, Primary and Community Health Services and our district Planning team. NSLHD are expecting feedback early April.

Women in Health Leadership

Staff consultation is well underway as part of our Listen and Learn exercise under the project framework of the Male Champions of Change (MCC) initiative. Over 130 women employees have participated so far in the workshops and online survey. Preliminary findings will be

shared with our CE, Board Chair and the MCC project team and a full report will be released following completion of this stage which is scheduled for mid-April.

“People Matter” Staff Engagement Survey

The annual public sector staff survey will be taking place between 30 May to 28 June.

MEDICAL SERVICES

The JMO Wellbeing & Support Committee met on 13 March 2019 at Hornsby Ku-ring-gai Hospital. JMOs have been appointed as the Chair and Deputy Chair. The attendance numbers were encouraging and the discussions held were a positive starting point. Ideas suggested by JMO's included investigating drinking water solutions, e.g. installation of water fountains. The next meeting is scheduled for 10 April 2019 at Royal North Shore Hospital.

Following release of the 'Your Training and Wellbeing Matters' Survey results, the Medical Executive Director has met with most of the Directors of Medical Services and actions are being taken to address issues identified. Mental Health will undertake a road show to discuss issues with their trainees at each of the sites and implement changes based on this feedback.

Office of Commercialisation – led by the Research Strategy and Partnerships Manager, work continues on outstanding issues relating to the activities of the Office of Commercialisation. A range of process improvements are in discussion, with a view to exploring fast tracking of standard research requirements and managing these from a single, centralised “hub”.

Medical and Dental Appointments Advisory Committee (MDAAC):

A/Prof Christopher Dennis has been added to the MDAAC Membership as the University Representative. There were nine (9) recruitment submissions put forward for consideration, three (3) credentialing submissions and five (5) advancement to senior status submissions. All submissions were endorsed by MDAAC and then approved by the Chief Executive.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Patient Experience Platforms

The state-wide Patient Report Measures (PRM) program IT platform called Health Outcomes and Patient Experience (HOPE) details have been released. The HOPE system will be used in a defined set of 8 patient cohorts as a Tranche 1 rollout and will better support patients and carers to provide timely information that will assist clinicians to better understand needs, preferences and impact of care and treatment. Development of HOPE is well underway, with implementation in LHD's scheduled to begin from July 2019.

A NSLHD Patient Experience Steering Committee has been established to oversee the HOPE implementation and development of other patient experience platform enablement moving forward.

A new digital patient queue management system has also been identified as part of the service design for the new Hornsby Stage 2 Redevelopment Project within the new Outpatient Services area. This project will also be linked into the districts overall Patient Experience governance framework.

Northern Beaches Hospital (NBH) Project

Testing of the Cerner Health Information Exchange (HIE) continues. HIE platform testing, issue remediation and clinical engagement activities about what to expect in the HIE

continue into March/April 2019 to enable the system to be operational and safe for clinicians with the expected go live of the system by late April, early May 2019.

Oncology Management Information System (OMIS)

The OMIS Project team has worked with the vendor ELEKTA, clinicians and the OMIS Implementation Committee to successfully deliver the Phase 2 go live of the new OMIS on 19 March 2019. Phase 2 includes the majority of the chemotherapy protocols, core functions for patient scheduling and billing, interfaces and complex treatment protocols. Cancer Services staff are adopting the new system well with ongoing support being provided to maximise use and benefits of the tool.

PACS/RIS (Medical Imaging Solution)

SECTRA was announced as the preferred vendor for the State-wide PACS/RIS program (Medical Imaging System Replacement/Upgrade). It is anticipated the state-wide contract will be ready for signing in April 2019. A series of RIS/PACS design working groups are being formed to commence in April 2019 to assist in the systems final design/build.

Following the success of the PoC, eHealth NSW is moving towards finalising the state-wide rollout plan/schedule. NSLHD (partnering with CCLHD) will be one of the first LHD's to go live (between Feb-July 2020).

My Health Record Expansion Project

There was a national (and NSW) "opt out" rate of 9.9% of the population following the consultation period that closed on 31 January 2019.

NSLHD Website Review

Following the completed review of the NSLHD Internet by FutureGov, a working group has been established including ICT and Corporate Communications, to progress a set of identified goals and recommendations. 2 new staff (a web designer and a user experience consultant) will commence in early April to assist with the next steps.

Cyber Security

The evolving nature of cyber risks and the complexity of the current cyber initiatives require a new, programmatic approach. There are three (3) interlinked initiatives continuing to strengthen our cyber security.

Big Data Proof of Concept – eMR/Maternity Data

A Rapid Data Ingestion Proof of Concept (POC) in partnership with eHealth is well underway. The scope of the PoC includes extracting eMR and eMaternity system data in near real time using change data capture to a central data platform. Researchers will then use this raw data to clean and transform into the minimum viable data set required to deliver specified use cases. The outcome will be to determine the feasibility and value proposition of this BIG Data Platform that could be used/scaled for use across the state. The results of this PoC are expected in April 2019.

MENTAL HEALTH, DRUG & ALCOHOL SERVICES

Innovation Awards

MHDA was the winner of NSLHD Innovation Award for our "Hearing Voices" project. The further development enabled by the award will deliver positive and continuing results to consumers and is fabulous acknowledgement for the hard-working and innovative team.

Ryde Consumer Network

This network celebrated 25 years of service in February 2019 and is very tangible evidence of a longstanding real commitment and dedication to the involvement of consumers within mental health service delivery. During the 25 years, over 70 people have participated as consumer representatives and/or volunteers with the Ryde Consumer Network and the same passion that initiated this network continues.

Personality Disorders Planning Day

The Personality Disorders Working Party (PDWP) includes representation from each NSLHD MHDA service as well as lived experience perspectives from consumer and carer peer workers. Information and ideas gathered both from the PDWP's work throughout the year and from a planning day have been used to draft a proposal of a personality disorders Service Framework and care pathways for implementation.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development The Nursing and Midwifery Directorate (NMD) will facilitate a Workshop to discuss NQHS Standard 5: Comprehensive Care. The Workshop will identify NSLHD's status against the Standard, identifying gaps and developed an Action Plan to address these.

The Nursing and Midwifery Excellence Framework (NMXF) continues to be rolled out across NSLHD, with High Dependency Unit (HDU) and Graythwaite 5 both at Ryde Hospital now in the process of consultation.

Clinical Practice/Safety Culture & Quality

Feedback is being provided to clinical units at Royal North Shore Hospital (RNSH) who completed Safety Culture Surveys. The Surveys have identified some differences in procedures and culture and have provided an opportunity and incentive for improvement. The Safety Culture Surveys will now be rolled out to Intensive Care Unit (ICU), Maternity Wards and Emergency Department (ED) at RNSH.

Professional Development, Resources and Systems

- Mandatory Training of Casual Pool staff is currently being audited .
- A Casual Staff Development Day will be held on Tuesday 14 May 2019.
- 30 new graduate Enrolled Nurses will be interviewed in early April 2019 for positions across all NSLHD facilities.
- Interviews for the Student Enrolled Nurses occurred in March 2019 in collaboration with TAFE. These placements will be for the NSW Ministry of Health scholarship intake (commencing May 2019) and July 2019 intake at St Leonards TAFE.
- There are currently 80 TVET students, with 90 expected for 2020.
- The success of the Enrolled Nurse Program has led to a Research Project to be developed in conjunction with Director Research and Practice Development, to study the career progression from TVET through to Enrolled Nurse and on to Registered Nurse.

Maternal Neonatal & Women's Health Network

'Becoming a Breech Expert' (BABE) - a multidisciplinary course for maternity care providers to gain the skills required to manage a vaginal breech birth, will be held in June. Twelve Trainee Obstetrics and Gynaecology Medical Officers and three Midwives will be supported by NSLHD to attend.

Two Senior Staff Specialist Obstetricians that lead the Obstetric and Gynaecology training in NSLHD will also be attending. After completion of the course multidisciplinary simulation training and drills will occur in Maternity Services.

KOLLING INSTITUTE OF MEDICAL RESEARCH

Research and ethics approvals performance is being maintained within state benchmarks.

The NSLHD Research Office now requires all ethics and governance applications to be submitted via Research Ethics and Governance Information System (REGIS). The office is no longer accepting research applications through Online Form including the transfer of current research project data.

A new Operations Manual is being drafted, for a review by the interim Management Committee.

The Beryl and Jack Jacobs Travel Awards donated to The Kolling Institute and the Kolling Foundation with the generous help of the Skipper Jacobs Charitable Trust, offer a funding scheme to support Early-Mid-Career Researchers (EMCR) working on the campus. Finalist presentations will take place on 1 May 2019.

The new Kolling institute website is continuing under construction and progressing well.

Installation of new AV Equipment is nearing completion. The meeting room booking system and the Kolling Institute's communication methods are under review, with opportunity for improvement to be made possible by the new AV equipment.

KOLLING FOUNDATION

Two critical roles have been recruited:

Donor Marketing & Communications Officer

This position will support all aspects of donor and prospect marketing and communications for the Kolling Foundation. This will primarily involve assisting in the execution of planned campaign and marketing activities, content for the website and other communications channels including social media, and other relevant profile raising activities for the Foundation.

Philanthropy Manager

This position will raise the Foundation's fundraising revenue through the development and implementation of a Major Gifts and Bequests program, which identifies, cultivates and manages relationships with new and existing major donor and bequest prospects, to drive the acquisition, engagement, management and retention of the Foundation's major donors and bequestors. This role is about developing and implementing a long-term strategy and program of work for major donors and bequests, and cultivating and nurturing new and existing relationships with donors.

The development of a five year strategic plan is nearing completion. This document will articulate the Foundation's plan, to improve community wellbeing by supporting innovative health research and the delivery of exceptional patient care via our strategic goals including diversifying and significantly growing our revenue; positioning the Foundation as a charity of choice; delivering an exceptional experience for individual supporters; building leveraged partnerships; prioritising and optimising funding impact; measuring and reporting outcomes.

CAPITAL WORKS

Royal North Shore Hospital campus

- Construction works on the southern campus (SHORE project) continue to schedule. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.
- Enabling works on the Dexus site, for the construction of the North Shore Health Hub are well advanced with perimeter piling works completed and excavation at an advanced stage. Regular interface meetings between the stakeholders continue.
- RNSH and other key stakeholders have engaged with Ausgrid in order to better appreciate the nature and impact of the HV cable replacement works on Westbourne St and Reserve Rd. Regular meetings will be implemented to ensure any disruptions are mitigated. These works will commence in early May.
- The Metro Tunnel from Chatswood to Crows Nest will be under construction directly below the Herbert Street Clinic (on Westbourne St) in early May. Discussions are underway with Sydney Metro officers.

Hornsby Ku-ring-gai Stage 2 and Medical Imaging Redevelopment

- Building 3 has been demolished with services installation commenced for Stage 2.
- Structural steel work for the plant room of the Medical Imaging Building is under construction with internal fit-out works continuing for the rest of the building.
- The revised forecast date for the contractor's completion of Medical Imaging is November 2019. Coordination with the hospital will be required to ensure decanting and operational commissioning can be completed by early December 2019.
- The top level of the Multi-storey Car Park remains closed off until remediation works are completed. Access control to fire stairs, lifts and garage doors to be installed mid-April 2019.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

An extended PHN-LHD Joint Executive meeting was held to establish priorities and future direction for the PHN and LHD partnership, as well as inform priorities for allocation of 2019/20 Ministry Integrated Care funds. The discussion considered the issues and opportunities raised through the Clinical Service Plan consultations, the mapping of existing initiatives, and the PHN Strategic Plan.

Some emerging priorities include a focus on older people, especially initiatives to identify and address frailty, work with RACFs, and establish ways to provide Specialist support through primary care. Agreement was also reached to commence work on a Joint Regional Mental Health Plan, and support HealthPathways with a new role of 'LHD-Primary Care Relationships lead'.

Other collaborations between the PHN and LHD continue with projects to develop models of clinical care (Frailty, Hepatitis C, Heart Failure, Palliative Care), and regular forums for improving and coordinating existing services (Dementia, Diabetes, Hospital Avoidance, Shared Antenatal Care). There are also a range of technical projects to improve the digital communications between GPs and LHD clinicians continues, with collaborations between the LHD, PHN, eHealth, and HealthDirect. These projects include, enabling discharge summaries from community and mental health services, improving the accuracy of GP information in eMR, and scoping of the eReferral solution.

SYDNEY HEALTH PARTNERS

Sydney Health Partners (SHP) are currently in process of assessing the last round of translational research grants. The two funded projects for 2019 being led by NSLHD researchers, Professors Lisa Harvey and Alexander Engel are both progressing as planned.

Willcox

Deb Willcox
Chief Executive

Date: 12-4-2019