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**Chief Executive's Report to the Finance, Risk and Performance Committee,  
Board Audit & Risk Committee and the NSLHD Board - June 2018**

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## **DISTRICT PERFORMANCE**

NSLHD remains on Performance Level 0.

## **SAFETY AND QUALITY**

### **NSLHD Consumer, Community, Carer and Communications Committee**

A workshop on development and review of the Consumer, Community, Carer and Communications Committee (CCCC) was held on 14 May 2018 facilitated by Dr Dianne Ball, Board member and Chair of the Committee. The purpose of the workshop was to review and revise the purpose and functions of the Committee and facilitate a strategic approach to consumer, carer and community engagement within NSLHD and set a schedule of meetings for the CCCC Committee for the remainder of 2018.

## **PERFORMANCE**

### **Summary**

April 2018 continued to be busy for emergency services across the District. Despite this, the release of the Bureau of Health Information 'Healthcare Quarterly' for the period January to March 2018 showed all hospitals in NSLHD performed better than their peers against the indicator of emergency patients starting treatment on time. The 'Healthcare Quarterly' is a series of regular reports that track activity and performance across public hospitals and ambulance services in NSW.

### **Emergency Treatment Performance (ETP)**

ETP for April 2018 was 75%, a decrease of 3% compared to the same month in 2017. Year to date performance is 74%, a decrease of 1% compared to the same period the previous year.

In April 2018, ETP at Royal North Shore Hospital (RNSH) was 63%, compared to 67% for April 2017. This is the second consecutive month that performance has been below the level achieved in the previous year. The number of presentations in April 2018 was 7,557 which is an increase of 5.1% (384 patients) compared to April 2017. Admission rates have remained stable at 39%, leading to a greater than 5% increase in the number of patients needing to be admitted within four hours to meet ETP.

Manly and Ryde Hospitals met the ETP target of 81%, both with performance of 83% in April 2018. ETP performance at Mona Vale Hospital was outstanding achieving 90%. Hornsby Kuring-Gai Hospital has maintained their improvement in performance with a result of 78% for April 2018.

NSLHD has developed targeted strategies to manage the expected increase in demand over the winter period including extended weekend pharmacy hours, increased physiotherapy and social work coverage, and working closely with the Public Health Unit, the Primary Health Network, local schools and Residential Aged Care Facilities to increase community awareness of influenza prevention and provide education in the management of outbreaks of infectious diseases and assist in the management of infection outbreaks when they do occur.

### **Transfer of Care**

NSLHD continues to perform well against the Transfer of Care (ToC) indicator achieving 92% against the target of 90% for April 2018. The target was met by all sites except RNSH where 84% TOC was achieved. Ryde, Manly and Mona Vale continue their outstanding performance with results above 98%.

### **ED Triage**

In April 2018 the target times for all ED triage categories were met by all NSLHD hospitals.

### **Elective Surgery**

The number of overdue surgery procedures reduced significantly from 70 patients in March 2018 to 44 patients in April 2018. The target for Category 1 was achieved across all sites in January 2018, with YTD performance at 100%. Although NSLHD did not achieve Category 2 and 3 targets with performance at 92% and 93% respectively against a target of 97%, this reflects an improvement compared to the previous month of 4% in each category.

There has been a 45% increase in planned surgery bookings between 2014/15 and 2017/18. Strategies to manage this increase continue to be implemented including reallocating surgical activity across the LHD, weekly additional theatre sessions and changes to operating theatre templates.

## **NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING**

### **Acute ABF Separations**

Acute ABF separations for April 2018 were 0.6% above target, and increased 5.3% compared to the same period last year. Separations increased by 8.4% at Mona Vale, 5.5% at RNSH and 5.4% at Manly.

Year to date (YTD) Acute ABF separations for NSLHD have increased by 4% compared to the same period in 2016/17 and are 0.6% above target. YTD the biggest increases in separations are at RNSH (5.7%), Mona Vale (4.5%) and Hornsby (3.5%) compared to the same period in 2016/17.

### **NWAU**

2017/18 YTD NWAUs have increased by 3% compared to the same period last year and are 0.5% above target. The biggest increases in activity are at Mona Vale (5.5%), Hornsby (5.4%) and RNSH (2.7%).

At RNSH, separations have increased while NWAU have decreased which would indicate a decrease in the complexity of the caseload. A coding review is underway in key areas to investigate this change.

### **ED Presentations**

During April 2018 ED presentations across NSLHD increased by 1.7% compared to April 2017, and are 0.2% above the activity target for the month. Within this, presentations have grown by 5.1% at RNSH from April 2017 to April 2018.

Year to date, NSLHD has experienced a 5% growth in ED presentations which is 2% above the activity target. All sites except Mona Vale have experienced an increase in presentations of between 4% and 7% year to date compared to the same period last year.

### **Average Length of Stay (ALOS)**

In April 2018, ALOS at Manly and Mona Vale are stable with ALOS consistently below target for 24 months. At Hornsby ALOS is stable with a twelve month rolling average of 3.89 days.

The twelve month rolling ALOS at Ryde is 4.09 days, a significant decrease from 4.81 days the year prior.

At RNSH ALOS for April 2018 was 5.13 days, and shows a slight downward trend over time with ALOS for the last 12 months of 5.09 days compared with 5.21 days the year prior.

### **Innovation Program**

The Innovation Program Pitch Event occurred on 22 May 2018 at the Kolling Auditorium. The top 5 applicants pitched their idea to a panel of judges including Deb Willcox Chief Executive, Anthony Dombkins Director of Nursing and Midwifery, Associate Professor Elisabeth Murphy Director of Child, Youth and Family and Jan Young, Consumer Representative.

The applicants were:

- *Physical Health vs Mental Health*: Ruffita Oey, Registered Nurse, Ryde Community Mental Health.
- *Balance Boot Camp*: Davide De Sousa, Senior Physiotherapist, Graythwaite Rehabilitation Centre, Ryde Hospital.
- *Positive Partnerships in Practice*: Philip Hoyle Director Medical Services, RNSH
- Prescribing Art for Wellbeing Bronwyn Fisher, Occupational Therapist, Community Aged Care, RNSH.
- *mPR Platform*: Sally Wootton, Specialist Physiotherapist, Chronic Disease Community Rehabilitation Service, Macquarie Hospital.

The winning applicant was Dr Sally Wootton for her idea to create an online platform for pulmonary rehabilitation called 'mPR'. The mPR platform is a novel smartphone and internet-based application that enables patients to participate in a pulmonary rehabilitation program in their own homes with support from clinical staff. Sally revived \$50,000 and she plans to partner with CSIRO and the University of Sydney to turn this idea into a reality.

Applications are now open for the next round of the Innovation Program, and close on 30 June 2018. The NSLHD Innovation Manager will continue to work closely with hospitals and services to support staff to develop and submit ideas.

## **FINANCIAL PERFORMANCE**

### **General Fund**

#### *Overview*

The LHD's April Net Cost of Service (NCOS) was \$1.2M (1.1%) Unfavourable (UF), resulting in a \$3.6M (0.3%) UF position YTD. The YTD budget unfavourability and on-going financial sustainability improvement within the District is continually being addressed by strong financial governance and the roadmap program.

#### *Employee Related Expenses*

Employee Related cost for April was \$0.2M UF and \$1.7M Favourable (F) YTD.

#### *Goods and Services (G&S)*

G&S for April was in line with Budget.

#### *Revenue*

Total NSLHD Revenue for April was \$1.0M (4.2%) UF resulting in \$3.4M (1.5%) UF position YTD.

### *Other Items*

Other Items for April is \$0.1M UF and \$2.2M UF YTD. The LHD continues its implemented courtesy SMS reminder and text follow-up system for those accounts which are outstanding. The Patient Fee Debtor is 3.7% for the month which is favourable against the target of 5%.

## **ACTIVITY BASED FUNDING TARGET NEGOTIATION PROCESS**

The final round of 2018/19 target negotiations with the Ministry of Health (MoH) was held on 17 May 2018, no changes from previous meetings were identified.

## **COMMUNICATIONS**

Key Corporate Communication activities:

- Patient brochures on Hornsby Hospital redevelopment have been developed and distributed throughout the hospital and also to pre-admission clinic, to be included in patient admission packs, outlining the \$200 million redevelopment.
- A monthly Hornsby redevelopment newsletter is in production.
- Strong focus on International Nurses Day including the release of videos for Manly and Mona Vale Hospitals.
- Promotional material designed for celebratory events at Manly and Mona Vale Hospitals and progress on the Manly and Mona Vale legacy video development.
- Work is continuing on the NSLHD website.
- RNSH Volunteer Appreciation Day event held on Thursday 24 May 2018.
- Winter Flu Campaign Communications.
- People Matter staff survey communication material developed in preparation for staff engagement campaign.

## **ABORIGINAL HEALTH SERVICES**

NSLHD Aboriginal Health Service held the Bi-annual Aboriginal & Torres Strait Islander Women's Health Check Day at Royal North Shore. 22 Aboriginal and Torres Strait Islander women participated. This health check day is an important event for Aboriginal and Torres Strait Islander women in the community to engage with health services and receive health check-ups. For the first time this year the Royal North Shore Dermatology department provided a skin check clinic to the women. The health check days also provide an opportunity for Aboriginal and Torres Strait Islander women to come together and share their stories and improve their social and emotional well-being.

The NSLHD Aboriginal Health Service held the official launch of the NSLHD Aboriginal and Torres Strait Islander Health Services Plan 2017-2022 (Plan). The launch of the Plan was held at RNSH in the main foyer level 3 of the Acute Services Building. The launch was opened by NSLHD Director of Aboriginal Health and world renowned Yidaki player Kyle Freeman.

The Director Aboriginal Health was MC and a Keynote speaker for the "Ending Aboriginal and Torres Strait Islander Family Violence" conference held in Sydney. The conference provided the opportunity to listen and learn from Keynote speakers and gain knowledge to improve prevention programs, enhance response services, harnessing the power of healing and spirituality and increase community-owned solutions. In addition, this conference will also explore how to increase self-determination as community-owned solutions are the most effective.

## **PRIMARY AND COMMUNITY HEALTH**

The Child Youth and Family Health (CYFH) Directorate is working closely with Northern Sydney Primary Health Network (NSPHN) HealthPathways team to develop and standardise referral pathways from General Practice to NSLHD child, youth and paediatric services. To date, 7 Child Youth and Paediatric pathways have been completed and are available on the live website; 7 pathways are in final draft; 16 pathways are currently being developed and a further 15 pathways have been agreed for commencement over the next coming months.

The CYFH Directorate continues to work together with internal and external organisations for community events with a focus on promoting the health and well-being of young children and their families including the inaugural Caber-ra Nanga Northern Sydney First Nations Wellbeing Day. As well as promoting the importance of the early years in a child's development, Community events are an ideal opportunity to showcase and promote NSLHD CFH Services.

## **COUNTER DISASTER UNIT**

NSLHD is progressing the development of Business Continuity Plans whereby over the coming months a body of work will scope the impact and planning requirements as we work towards upgrading to the 4/5G mobile and data network.

## **WORKFORCE**

### **Mandatory Influenza Vaccinations for Staff Working In High Risk Settings**

Vaccination of staff is a priority and over 7000 staff have now been vaccinated. Vaccines are mandatory for staff working in high risk areas by 31 May 2018.

The high Risk Areas are:

- Antenatal, perinatal and post natal areas including labour wards and recovery rooms and antenatal outreach programs.
- Neonatal intensive care units, special care units, any home visiting health service provided by neonates.
- Paediatric intensive care units.
- Transplant and oncology wards.
- Intensive Care Units.

NSLHD is participating in the statewide campaign to increase the rate of community vaccination including setting up a free clinic at Balgowlah shopping centre. There has been a 30% increase in uptake of vaccinations by the general public. There is now a restricted supply of vaccines nationwide and stock is being targeted towards health professionals and at risk sections of the population.

## **MEDICAL WORKFORCE**

### **Junior Medical Officers (JMO) Wellbeing**

Survey results have been shared with Directors of Medical Workforce and General Managers of all health services. To determine actions NSLHD will take following a review of the results, a Steering Committee with representatives from all JMO categories is being formed. This committee will be chaired by Dr Harry Nespolon, Board member. It is anticipated the committee will convene in July 2018.

## **JMO Recruitment**

Preparations are underway across NSLHD for the commencement of JMO recruitment for the 2019 clinical year. Discussions with Healthscope are underway to finalise recruitment of JMOs for the 2019 clinical year

## **INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)**

### **Electronic Medication Management (eMeds) Rollout**

The eMR Connect Project successfully delivered eMedications (eMeds) to Ryde Hospital on 4 December 2017 and then to Central Coast LHD facilities between February and April 2018. The RNSH eMeds go live is next and the RNSH Implementation Committee is meeting regularly with project activities well on track for the scheduled go lives commencing from 5 June 2018. Change activities are also well underway including the recruitment of a Nurse Lead and Clinical Practice Leads (CPL) for each ward. Staff training on the new system commenced in April with good engagement across clinical teams to date. The RNSH eMeds "Go/No Go" meeting will be held on 31 May 2018. Hornsby Ku-ring-gai Hospital (HKH) is following a similar approach for their go-live scheduled in mid-August 2018.

### **Oncology Management Information System**

The OMIS Project team and Cancer Network clinicians are continuing to work with MOSAIQ to safely achieve and optimise key electronic prescribing functionality required by 30 June 2018 as required.

### **PACS/RIS (Medical Imaging Solution)**

The states formal Request for Tender (RFT) process / evaluation for a PACS/RIS (Medical Imaging System) Replacement/Upgrade were released by eHealth NSW on 28 April 2017. A series of detailed vendor evaluations were completed in 2017 and early 2018 with SECTRA being announced on 23 May 2018 as the preferred vendor.

The planned first phase of the RIS-PACS Program will be a Proof of Concept (POC) expected to run until September 2018, which will ensure that the Sectra solution will seamlessly operate and integrate with the NSW Health environment. NSLHD is one of 3 LHD's that commenced the POC process in April 2018 that will "road test" key functional and technical items of the solution on behalf of the state – this activity will be limited to selected workflows within Medical Imaging and completed in a test environment. On the basis of a successful POC a full implementation across the state will over the next two (2) years with the first LHD's commencing in 2019. The full eHealth managed statewide implementation program is yet to be determined.

### **Electronic Record for Intensive Care (eRIC)**

Planning is underway to implement the Electronic Record for Intensive Care (ERIC) platform. The eRIC Program is established to implement a state based electronic medical record for Intensive Care Units (ICUs) to improve patient safety and provide better clinical decision-making. The planned go-live for eRIC at RNSH will be from October 2018 with HKH to follow in November 2018.

### **NSLHD Website Review**

NSLHD has commenced a review of its internet presence. An initial assessment by Future Gov commenced on 23 April 2018 and is currently in the consultation/discovery phase with a wide range of LHD staff, Board Member and consumer inputs being sought. The project has multiple stages (i.e. kick off, discover, define, design and deliver) and will run through to August 2018 with the outcome being a set of recommendations, governance framework and Roadmap for continuous internet presence improvement.

## **MENTAL HEALTH DRUG & ALCOHOL SERVICES (MHDA)**

At the NSW Ministry of Health / MH-CYP (Child and Youth Program) Inpatient Unit Benchmarking forum in May 2018, the NSLHD Child and Adolescent Mental Health (CAMHS) Inpatient Unit - Brolga was the recipient of a "Star Performer" award in recognition of the maintenance of low rates of seclusion and restraint on the unit. This is the fourth year in a row that the unit was been awarded the state star performer award and recognises the team's commitment to high therapeutic engagement / low conflict model of care.

The Ministry of Health Seclusion and Restraint Implementation Plan was recently released. NSLHD continues to have outstanding performance when measured against both the state targets and peers. A Working Group is currently being convened to develop an appropriate local action plan to address the requirements of the state plan.

NSLHD is continuing to work closely with the Kedesh Residential Rehabilitation Service to develop a future model of drug and alcohol rehabilitation services across NSLHD.

## **NORTHERN BEACHES HOSPITAL**

The Operational Readiness, Commissioning and Transition activities remain on schedule for the opening of the new hospital later this year.

## **KOLLING INSTITUTE OF MEDICAL RESEARCH**

The position of the Director Kolling Institute is currently being advertised, with a closing date of 22 May 2018.

## **KOLLING FOUNDATION**

The Kolling Foundation's Autumn Appeal has now closed with improved revenue results on the 2017 Autumn Appeal.

## **CAPITAL WORKS**

### **Child Care Centre**

The new Child Care Centre opened for business on 14 May 2018. Parents and staff have provided very positive feedback about their experience of using it.

### **Southern Campus**

Work has commenced on the southern campus site. The hoardings have gone up around the site and demolition works have commenced. There are weekly meetings between Multiplex, RNSH and Savills (Project Managers) to provide a 'look ahead' in relation to disruptive works so that they can be communicated and mitigated.

### **Hornsby Ku-ring-gai Hospital Redevelopment**

#### *Stage 2 and Medical Imaging*

Key milestones:

- Continued early works with the demolition of non-clinical buildings to allow for construction of the Medical Imaging Building.
- The new modular building has been commissioned with the following services scheduled to move and commence operation in early June - Outpatient Services; Physiotherapy Department; Cardiac Rehabilitation; Tuberculosis (TB) Clinic; Staff Health; Electroencephalography (EEG) Service; the Library and The University of Sydney Northern Clinical School.

#### *Multi-storey Car Park:*

- The construction of the multi-storey car park is ongoing with the first and second floor concrete slabs having been laid.
- The successful operator of the multi-storey car park is Metro. They have commenced engagement with HKHS and Health Infrastructure (HI) to finalise their Operational Plan and to confirm the final car park design.

### **SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)**

The Joint PHN-LHD Executive Committee met on the 18 May 2018. This was the first meeting of the refreshed membership group which includes CEs, Chairs of Clinical Councils, Exec Directors Operations, PHN Senior Managers.

The outcomes of that meeting included:

- Endorsement of a new governance structure.
- Endorsement of priority areas identified through HealthPathways (Diabetes GP Shared Care, and APAC/Acute Home Care).
- Agreement for LHD to support better use of PHN commissioned services (e.g. Hospital Discharge support, Social Work for complex patients).
- Agreement to explore partnerships with Residential Aged Care Facilities to improve patient care.

The next steps are to implement the governance structure and develop reporting systems to ensure more effective delivery and monitoring of joint projects.

The LHD continues to partner with ACI and the PHN on the Healthcare Neighbourhood project. An event is being held on the 5 June 2018 in Hornsby to give GPs and other health providers the opportunity to network and hear about key resources / systems aimed at enabling the delivery of efficient health care in the region

The PHN and LHD also submitted an expression of interest to the MoH to be part of the next tranche of GP-state data linkage. NSLHD continues to work with PHN to build analytics tools that link GP, LHD, RACF and census data.

### **SYDNEY HEALTH PARTNERS**

Sydney Health Partners have funded a translational research project led by Professor Sarah Hilmer and her team at the Kolling Institute, to design information to educate health consumers about polypharmacy.

### **RISK MANAGEMENT**

During May the Board Risk Attitude Workgroup work continued to review and refine the draft 'Attitude Statements'. The new management level Risk Oversight Committee was established and developing its Terms of Reference and scope of oversight activities.

The Chief Risk Officer attended and participated in two external events including 'ERM for Government Conference' (1-2 May) as a panellist and speaker, and later the 'NSW Health Internal Audit and Risk Management Forum' (28-29 May) as a joint panellist and speaker with Director Internal Audit.



## **EXECUTIVE APPOINTMENTS**

Alison Zecchin has been appointed General Manager of RNSH.

Recruitment is underway for the General Manager, Ryde Hospital, the Director Workforce, NSLHD, and the Director Strategic Operations, NSLHD

Elizabeth Wood has been appointed to the position of Acting Executive Director Operations, NSLHD. This is a temporary appointment whilst Liz Curran undertakes her maternity leave.

*Deb Willcox*

Deb Willcox  
**Chief Executive, NSLHD**

Date: 12.6.18