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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Consumer Advisor Education

In partnership with Health Consumers New South Wales, in early November 2018, the NSLHD Clinical Governance Unit facilitated a two day education program for NSLHD consumer advisors. The program was designed to develop the skills and knowledge of consumers to partner with the District in a consumer representative capacity. Twenty six consumers currently involved in various aspects of consumer representation within NSLHD attended the education program. Participant evaluations of the course content, quality of information and facilitation were very positive. A formal evaluation of the education program will be completed by Health Consumers New South Wales.

Patient and Family Engagement in Serious Incident Investigation Management

Representatives from NSLHD attended a joint Ministry of Health and Clinical Excellence Commission statewide workshop on 23 November 2018 to discuss patient and family engagement in serious incident investigations. The workshop included discussion on how NSW Health can strengthen processes for effective patient, family and carer engagement. Patient, family carer and participation in serious incident investigations was also discussed including opportunities for training for NSW Health staff in relation to open disclosure and serious incident management.

PERFORMANCE

Summary

NSLHD achieved zero patients overdue for elective surgery at the end of October 2018. Reflecting the sustained improvement in performance, RNSH have been removed from the Ministry of Health Emergency Surgery Access Performance (ESAP) weekly monitoring.

Manly and Mona Vale Hospitals maintained excellent performance standards for ETP, ToC and elective surgery up until the transition to the Northern Beaches Hospital at the end of October 2018.

ED Presentations

ED presentations to NSLHD for October 2018 were 4.2% below the target for the month, and decreased by 3.4% compared to October 2017. Within this, compared to the same month last year presentations have remained the same at RNSH and Ryde, but decreased at Hornsby (5.9%), Manly (12.8%) and Mona Vale (5.9%). The decrease in activity at Manly and Mona Vale is likely to be a result of the planned transition of services to the new Northern Beaches Hospital.

For the year to date NSLHD has experienced a 43.8% decrease in ED presentations which is 3.8% below the activity target.

Emergency Treatment Performance (ETP)

ETP for NSW was 71.9% in October 2018, improvement decrease of 1.6% compared to the same month last year (73.5%).

NSLHD ETP for October 2018 was 72%. This is 3% lower than performance in October 2017.

Manly Hospital (84%) and Mona Vale Hospital (85%) met the target of 81% and must be commended for maintaining performance standards through their last month of operation. Ryde Hospital achieved 80% ETP and Hornsby Hospital achieved 77% ETP, an improvement from 74% in October 2017.

In October 2018, ETP at RNSH was 60% compared to 64% in October 2017. RNSH continues to see a rise in the number of complex category 1 and 2 presentations that require admission, and a decrease in category 5 presentations. RNSH continues to be closely supported by the Ministry of Health through the 'ETP Watch List' process to identify barriers and review strategies for improved performance. As part of this process, RNSH submits a detailed ETP Recovery Plan to the Ministry of Health each week detailing actions/strategies, risks/barriers, and outcomes/updates.

Transfer of Care

Across NSW, ToC performance for was 90.4% in October 2018, an improvement of 1.3% compared to the same time last year (91.7%).

NSLHD continues to perform strongly against this indicator achieving 93% against the target of 90% for October 2018.

In line with statewide trends, Emergency Treatment Performance (ETP) has decreased by 3% compared to the same period in 2017. While the volume of ED presentations has remained stable, the trend of increased complexity continues with significant increases in category 1 and 2 presentations that require admission, and a decrease in category 5 presentations.

Hornsby (96%), Mona Vale (99%) and Ryde (98%) all exceeded the target of 90% however RNSH achieved 88% ToC. While this was consistent with previous month performance, RNSH's results were 4% lower than October 2017.

Emergency Department (ED) Triage

NSLHD met the ED triage targets for all categories. Within this, all sites achieved the targets for category 1 (within 2 minutes), category 4 (within 1 hour) and category 5 (within 2 hours). However, the target of 80% within 10 minutes for category 2 patients was not met by RNSH (75%) and Ryde (76%), and the target of 75% within 30 minutes for triage category 3 patients was not met by RNSH (73%).

Elective Surgery Access Performance (ESAP)

At the end of October 2018 there were no patients overdue for elective surgery, maintaining the improvement in performance from the first half of 2018.

The target for Category 1 (surgery within 30 days) and category 3 (surgery within 365 days) was achieved across all sites in October 2018, with performance at 100% and 97% respectively. NSLHD was slightly below target for ESAP category 2 with a result of 93% against a target of 97%.

Average Length of Stay

Average Length of Stay (ALOS) in October 2018 at Manly and Mona Vale is stable with ALOS of 3.50 days and 3.19 days respectively. ALOS has been consistently below target for 24 months.

The rolling 12 month ALOS at Hornsby is 3.83 days, against the target of 3.86 days.

The rolling 12 month ALOS at RNSH and Ryde hospitals are stable at 5.12 days and 4.06 days respectively.

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's NCOS for October was \$1.98M (2%) unfavourable, resulting in \$5.9M (1%) unfavourable YTD.

The Director of Finance, NSLHD, chairs performance meetings with Hospital General Managers and continues to work with the facilities in the preparation and reviews of proposed roadmaps.

Total Expenses

Total Expenses were \$1.4M (1%) unfavourable for the month and \$5.5M (1.0%) unfavourable YTD. The unfavourability for the month was driven by FTE growth and overtime in RNS of \$0.6M mainly due to un-rostered JMO overtime.

Revenue

Total NSLHD Own Sources Revenue was \$0.1M (0.5%) unfavourable for the month and \$0.1M (0.2%) unfavourable for YTD. The unfavourability for the month is mainly driven by Medical Imaging related prosthesis revenue which is \$251K lower compared to prior year.

Other item/s

Other Items for the month is \$0.5M unfavourable and \$0.2M unfavourable 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 4.44% for the month which is favourable against the target of 5%.

OPERATIONS

The Innovation Program Round Three

The third Pitch event was held on 16 November 2018. Five applicants were shortlisted to pitch their ideas to a panel of judges including Elizabeth Wood, A/Executive Director Operations, NSLHD, Dr Martin Krause, Clinical Network Director, Neuroscience and Stroke Network, and Jebby Phillips, Consumer Representative).

The pitch presentations were well received and in addition to the overall winning submission, two additional prizes were awarded including the Consumer Award and the Patient Centred Award:

Overall Winner – Awarded \$30,000:

- *Heart Team Tracker (TAVI)*: Led by Dr Kunwar Bhatia, Cardiologist, RNSH, and sponsored by Professor Greg Nelson, Head of Department Cardiology, RNSH, this project involves the implementation of a mobile app that helps Multidisciplinary Heart Teams to coordinate patient care in real time. The app provides a list of all the patients that have been referred to NSLHD Multidisciplinary Heart Team for management of their structural heart disease and the tests that are required. Linked to the eMR, the app will be able to generate notifications to the required professionals to enable the patients assessments to be completed in a timely manner.

Consumer Award Winner – Awarded \$11,079:

- *New Sensations*: Led by Amy Spears, Mental Health Drug & Alcohol, Hornsby Hospital, and sponsored by Kelly Usher, Clinical Nurse Specialist, Adult Mental Health Inpatient Unit, Hornsby Hospital, this project will implement a sensory modulation therapy program for mental health consumers in the Adult Mental Health Inpatient Unit at Hornsby Hospital. Sensory modulation refers to the process of regulating one's response to sensory stimuli through active engagement with the external environment and this equipment will support patients to regulate their emotions.

Patient Centered Award Winner - \$6,900:

- *Life isn't what it used to be*: Led by Dr Wade Stedman, Staff Specialist Intensive Care Unit (ICU), RNSH, and sponsored by Dr Lewis Macken, Senior Staff Specialist, ICU, RNSH, the team will implement a multidisciplinary ICU-follow-up clinic at RNSH to improve the quality of life for patients and their families who develop Post Intensive Care Syndrome (PICS). PICS is the new of worsening problems in physical, cognitive, or mental health status which arises after a critical illness and persists beyond the acute hospitalisation.

The Innovation Program will continue in 2019 with Round 1 applications due by 30 January and the Pitch Event scheduled for 14 March.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for October 2018 were 1.9% above target, and increased 4.6% compared to the same period last year.

Year to date, Acute ABF separations for NSLHD are 0.5% below target, but increased by 3.6% compared to the same period last year. Across the LHD, separations have increased by 7.2% at RNSH and 3.5% at Manly, but decreased by 3.8% at Ryde Hospital.

NWAU

Acute inpatient NWAU are 4.3% below target for the month of September 2018, and decreased 3.3% compared to the same period last year. Compared to September 2017, acute inpatient NWAU have increased at RNSH (0.4% and Mona Vale 2.5%) but decreased at Ryde (18.6%), Hornsby (9.4%) and Manly (14.4%).

COMMUNICATIONS

Media

- Positive media included 6 print media articles, 4 radio and 9 TV items in October. Approximately 253, 000 people were reached through 33 NSLHD Hospital Facebook posts.
 - A Manly Hospital patient transfer video was produced for online and social media and reached over 90,000 people on Facebook.
 - A Mona Vale Hospital patient transfer video was also produced for online and reached over 30,000 people on Facebook.
 - The media team worked closely with Northern Beaches Hospital on considerable media issues management that was required following the first week of the new hospital opening with comprehensive coverage across local and metro print and broadcast media as well as social media.
 - Six newsletters were produced including District news, HKH Redevelopment Stage 2 newsletter and Northern Beaches and Royal North Shore Ryde newsletters.
 - Channel 7, 9, 10 and ABC televised stories on the Adolescent and Young Adult Hospice Announcement on the Manly Hospital Site.
 - A communications strategy has been developed to assist with improving internal communications and promote Kolling Institute research externally, this was well received by the Kolling Executive, the media team will be working closely with both the Kolling Institute and Kolling Foundation to generate positive media throughout 2019.
 - Promotion of construction works of the new support building at Mona Vale Hospital.
 - A quarterly Kolling community newsletter will be produced, starting in 2019, to promote the activities, positive research stories and staff profiles to the community, philanthropic organisations and research entities.
 - Promotion of the NSLHD Research Workshop and the Nursing & Midwifery Person-Centred Care Showcase.
 - Media articles covering the donation of goods to several NGO's from both Manly and Mona Vale Hospital is underway and set to be published in the coming weeks.
 - Channel 9 news filmed one of Prof Bill Walter's first ceramic on ceramic hip operation which is scheduled to air in November.
- A media and communication strategy has been developed for the implementation of staff and patient car parking at Hornsby Hospital.

Events

- RNSH celebrated 130 years with the launch of photobook and a series of events to mark the occasion which attracted metro print and TV coverage.
- The announcement of the Adolescent and Young Adult Youth Hospice was held on 17 November 2018 with the NSW Premier, Minister for Health, Mr James Griffin MP and former Premier Mike Baird in attendance. The event was well attended by the local Manly community and received positive press from Channel 7, 9, 10 and ABC.
- Planning is underway for the Annual Public Meeting to be held Friday 7 December, Kolling Main Auditorium, the event has been advertised online as well as in all local papers and has been received well by the general public with a large number of RSVP's received. The theme for this year's event is 'Research and Innovations with presentations from Prof Bill Walter re: Research and Ms Melissa Scattergood re: Innovation. A panel has also been convened consisting of Medical, Nursing, Allied Health, NSLHD Board member and NSLHD Consumer representatives.

- Three videos will be shown at the event and will cover 2018 NSLHD highlights, Manly Hospital, Patient Transfer from both Manly and Mona Vale Hospital Transfer to NBH.
- Preparation underway for virtual reality launch of redevelopment so staff and community can view what the new Hornsby Hospital interiors will look like.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service has recruited to the Care Coordinator position for the Integrated Team Care (ITC) Program funded by the Sydney North Primary Health Network. The ITC coordinator will be collaborating with patients and medical professionals to ensure integrated care is provided to patients suffering from chronic illness.

The Aboriginal Health Service celebrated the 10 year anniversary of the Aboriginal and Torres Strait Islander Women's Health Check Day at Bungee Bidgee, Hornsby, on 8 November 2018. Services available on the day included: Breast Screening services, Optometry, general health checks and dental checks.

PRIMARY & COMMUNITY HEALTH

In line with the NSW Premier's Priority of Reducing Domestic Violence Reoffending and the Ministry of Health key performance indicator requiring Domestic Violence screening of 70% of women who have recently had a baby, NSLHD hosted an education forum on domestic violence called 'A woman's journey through Domestic Violence' in November 2018.

The forum was a joint collaboration between the Domestic Violence Service within Northern Sydney Child Protection Service and the Child Youth Family Health Directorate and is linked to the NSLHD Child Protection project 'Screen – to be Seen and Heard' convened by the Domestic Violence Service. The forum provided an opportunity for representatives from NSW Health, Police and Non-Government Services to engage and share information.

The forum also provided an opportunity to enhance Child Youth Family Health nurse's understanding of other services involved in supporting women in Domestic Violence relationships and identified available resources for the nurses to utilise in their provision of care.

COUNTER DISASTER

This month a District Steering Committee has been convened to drive the implementation of standardising the emergency number to 2222. Standardisation of emergency numbers in hospitals will assist in promoting a uniform, safe and secure environment particularly for staff who work across different Hospitals and Local Health Districts.

Information Communication & Technology are currently working towards a technical implementation to enable Emergency Numbers 33 and 2222 to run in parallel. The District has designated a "Go Live" date of Monday, 4 March 2019 to where all Emergency Numbers will reflect the 2222 implementation and communication will be shared broadly across the District to all staff.

PLANNING

The review and update of current NSLHD Clinical Services Plan is continuing to progress with three 'Think Tanks' held in November 2018 to facilitate clinician input into the review process:

- Unplanned care – scheduled for 15 November 2018
- Care of older people – scheduled for 6 November 2018
- Non-admitted care – scheduled for 19 November 2018

All sessions were well attended by a broad range of clinicians, as well as consumers and partners including the Sydney North Primary Health Network.

The final think tank, "Hospital roles and service development" has been scheduled for 20 December 2018.

WORKFORCE

Speaking up for Safety

To support the rollout of the Speaking up for Safety Program, a series of 'Train the trainer' sessions were held in early November 2018. The sessions were well attended and trainers have completed their training and are preparing to be accredited during December.

The Workforce Services team and District Steering Committee will now focus on developing a communication and implementation plan for the roll out of Speaking up for Safety in 2019.

MEDICAL SERVICES

Junior Medical Officers (JMO) Wellbeing

The second annual JMO 'Your Wellbeing & Training Matters' survey closed on 12 November 2018 and NSLHD response rates were comparable to the previous year. Results are anticipated to be received in the first quarter of 2019 and will be used to inform support and wellbeing strategies across the District.

The next JMO Wellbeing & Support Committee meeting is being scheduled for late November 2018. Recognising the contribution of Board member Dr Harry Nespolon in establishing the Committee, the group will amend its name to the NSLHD JMO Wellbeing Board Committee. Expressions of Interest for the Committee Chair and Deputy Chair will shortly be circulated with the aim of appointing JMO representatives to these positions to reflect the importance of JMO ownership of the strategies and initiatives developed by the Committee.

Senior Medical and Dental Officer Recruitment, Appointment and Credentialing

Senior Medical and Dental Officer recruitment commenced advertising positions using the Recruitment and On Boarding (ROB) System on 26 November 2018. There is an implementation transition phase to allow applicants to continue applying for positions already on Mercury Credentials – eCredential. There will be minimal process change for facility Head of Departments as the Senior Medical Workforce Unit will continue to data entry the requests into the recruitment system. Extensive work has been undertaken by the Senior Medical

Workforce Unit to streamline the new processes and documents involved and educate others about the changes.

Medical and Dental Appointment Advisory Committee (MDAAC)

The Terms of Reference for this committee have been updated to align with the 2017 By-laws and will be reviewed at the next Medical and Dental Appointment Advisory Committee in December.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Oncology Management Information System (OMIS)

The OMIS Project team continues working with the vendor ELEKTA, clinicians and the OMIS Implementation Committee on finalising key program deliverables and schedules for Phase 2 to go live in March 2019. Phase 2 includes the majority of the chemotherapy protocols, core functions for patient scheduling and billing, interfaces and complex treatment protocols.

PACS/RIS (Medical Imaging Solution)

NSLHD is one of 3 LHD's that commenced a Proof of Concept (POC) process in April 2018 and is "road testing" key functional and technical items of the SECTRA solution on behalf of the state – this activity is limited to selected workflows within Medical Imaging and completed in a test environment. The POC continues to run smoothly with good engagement from the NSLHD Medical Imaging Team and is expected to run until early November 2018.

Given the success of the PoC, eHealth NSW is moving towards finalising the state-wide rollout plan/schedule. NSLHD (partnering with CCLHD due to the shared platform) will be one of the first LHD's to go live (between Feb-July 2020) with this schedule reflecting the need around the existing PACS/RIS equipment and other risk factor considerations across the State/LHD's.

eRIC Program

Following the rollout to RNSH in October, HKH successfully went live on 13 November 2018 with excellent adoption by clinicians in the new system. This completes the ERIC system rollouts for the LHD.

My Health Record Expansion Project

The Australian Digital Health Agency (ADHA) is managing the My Health Record "Opt Out" period that commenced 16 July 2018 and will run until 15 November 2018. Communication and information sharing activities continue across NSLHD to keep staff informed of key changes.

NSLHD Website Review

Government website specialist provider FutureGov have completed a consultation and review process of the NSLHD website. FutureGov have provided NSLHD with a report which includes a set of recommendations, governance framework and a roadmap for continuous digital presence improvement and is broader than just web/internet services. The review report is now being considered by the LHD's Executive Leadership team regarding next steps and improvement activities to be completed.

Cyber Security

ICT is working with a cyber security service provider to undertake its annual scheduled External Penetration Testing of the LHD ICT network aligned with the Information Security Management System (ISMS) and NSW Government Digital Information Security Policy (DISP) requirements. The results and recommendations are expected before the end of 2018.

Big Data Proof of Concept – eMR/Maternity Data

A Rapid Data Ingestion Proof of Concept (POC) in partnership with eHealth has commenced. 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 early 2019.

Titanium (State Oral Health Platform)

The States Oral Health Program Titanium was successfully implemented on 26 November 2018. The system has settled in well with good adoption being seen by users.

BloodStar

The Ministry of Health in partnership with the National Blood Authority commenced implementing BloodStar across all LHDs and specialty health networks in 2018. The application is web based and went live in the LHD on 22 November 2018. The system is currently functioning well.

eHealth Clinical Engagement Forum

In partnership with eHealth NSW the LHD hosted a clinical engagement forum in the RNSH Kolling Auditorium on 28 November 2018. The event was attended by 100's of clinicians from the LHD and many more state colleagues who attended via remote access methods. The forum provided the opportunity to hear the latest news on the design and development of NSW Health's digital systems and enabled direct feedback with key stakeholders and was well received.

MENTAL HEALTH, DRUG & ALCOHOL SERVICES

Northern Beaches

The transfer of mental health consumers to the new Northern Beaches Hospital was completed smoothly with 24 consumers transported to the new hospital. Each consumer was comprehensively risk assessed before being transported by community bus or a patient transport vehicle with mental health nurses in attendance throughout.

Recovery orientated practice forum

On 7 November 2019, MHDA held a recovery oriented practice forum to explore collaborative care planning as an integral part of developing a recovery oriented mental health service. The forum provided the 91 participants with opportunities to engage with clinical experts and people with lived experience. The forum was warmly received by the participants.

Mental Health Therapeutic Environments Minor Capital Works Program

An overarching project plan for this program is being finalised to facilitate co-ordination across the Directorate for all proposals approved and to ensure timely reporting in accord with Ministry requirements. Procurement of both the minor capital works and therapeutic equipment and furnishing is currently underway with project completion set for May 2019.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

- The Nursing and Midwifery Excellence Framework (NMXF) continues to be rolled out, with reports currently in draft to be published before the close of 2018.
- The annual Person-Centred Care Showcase took place on 14 November 2018 with a number of initiatives presented on the day highlighting the efforts of nursing and midwifery staff. Feedback from attendees has been very positive.

Clinical Practice/Safety Culture & Quality

- In-services to conduct the NSLHD Safety Culture Surveys with key nursing and midwifery staff at a number of wards across NSLHD to review the relevant safety culture at each facility. Feedback from the surveys will be collated to form the foundation of future work in strategising and collaborating with teams to decrease the incidence of adverse patient events.
- A Clinical Skills Development Day for Assistants In Nursing (AINs) is scheduled for 11 December 2018 to cover key skills that impact patient safety. The Development Day will be conducted by the NMD Safety Culture and Quality Team.
- A Nursing and Midwifery Patient Safety Forum, similar to the Person-Centred Care Showcase, has been proposed for 2019, to sharpen the focus on this critical aspect of nursing and midwifery clinical practice.
- Team member Alessandra Murdica (CNS2) has been accepted into the Clinical Excellence Commission's Academy for Emerging Leaders in Patient Safety, to take place in April 2019. Alessandra is one of only seven (7) nurses selected nationwide, a significant achievement and a great reflection on her passion and skill and for nursing and midwifery across NSLHD.

Professional Development

- Planning for the first NSLHD Nursing and Midwifery Casual Pool Forum is currently underway. This Forum will provide casual staff with a valuable professional development opportunity as well as exposure to further employment opportunities available as a casual staff member.
- The final clinical placement for Diploma of Enrolled Nursing students is currently underway, with all students finishing their studies for the year on 7 December 2018.
- The NMD is hosted a NUMs/MUMs Professional Development Day on 22 November 2018. The Day provides providing frontline nursing and midwifery leaders with a critical learning opportunity. This year's program included a review of policies, procedures and guidelines, leadership and management theory and a presentation by NSLHD's Chief Nurse Information Officer, Sally Duncan.

NSW Government Baby Bundle

- In June 2018, the NSW Government announced the Baby Bundles as part of a \$157 million parenting package.
- All babies born in NSW from 1 January 2019 will receive a Baby Bundle upon discharge from hospital.

- The contents in the Baby Bundle have been carefully selected to support the health, development and well-being of babies.
- NSLHD Maternity Units will receive their first delivery of Baby Bundles in December in readiness to distribute from 1 January 2019.
- NSLHD will host the launch of the Baby Bundle on the Royal North Shore Hospital (RNSH) campus in December. The NSW Treasurer, the Minister for Health and the Minister for Women will visit the maternity wards at RNSH to meet new mums who have been trialling the Baby Bundle.

Patient Access Transport Unit (PATU)

- A review of Non-emergency Transport Activity Management across NSLHD has commenced and will focus on realigning transport booking practices with the current Patient Transport Service charging methodology as well as providing education and awareness to staff to ensure the most appropriate form of transport is booked.
- PATU has assisted the NSLHD Cancer & Palliative Care Network and ICT in the roll out of a new singular and streamlined electronic referral form for referral of palliative care patient to palliative care facilities. This has reduced multiple paper forms to a single electronic form and increased the quality of the information, relative to the specific clinical needs for the patient provided in the referral and improved the transference of information between facilities with referrals now specific to the needs of the palliative care patient.

NORTHERN BEACHES HOSPITAL

NSLHD and Healthscope successfully transferred 105 patients to Northern Beaches Hospital on October 30 (Manly Hospital) and October 31 (Mona Vale Hospital).

NSLHD, with the support of Health Infrastructure and the Ministry of Health, continues to work closely with Healthscope and the Northern Beaches Hospital Executive team focussing on ensuring the safe care of all patients.

RESEARCH WORKSHOP

NSLHD hosted a Strategic Research Workshop on 23 November 2018. The Workshop was very well attended with almost 100 researchers and senior staff members contributing to the discussion on shaping the future research priorities for NSLHD.

The Workshop was hosted by experienced health care consultant Mick Reid and Dr Tony Penna, Executive Director, Office for Health and Medical Research presented the state perspective. A summary paper will now be prepared and it is expected a follow up workshop will be scheduled for February 2019.

KOLLING INSTITUTE OF MEDICAL RESEARCH

Recruitment for the Director, Kolling Institute is underway and the nomination process for Kolling Institute Board members will also commence shortly.

The average time to process Research Ethics applications and Governance applications continues to improve with at 14 days and 6 days respectively – well within the state benchmarks.

Use of Research Ethics and Governance Information System (REGIS) has commenced on 19 November 2018, with Research Office staff providing assistance to researchers as required.

A draft Media and Communications Strategy has been developed for the Kolling Institute and will be submitted to the Kolling Institute Interim Management Committee for approval. The next Town Hall meeting is scheduled for 17 December 2018 and will also provide an opportunity for the Institute staff to celebrate the festive season. Invitations have been extended to the NSLHD Board Chair and Chief Executive.

KOLLING FOUNDATION

The Christmas Appeal for RNSH, Ryde Hospital, Hornsby Ku-ring-gai Hospital and the Kolling Institute is currently entering 'Wave 2' of the campaign.

At RNSH, the focus this year is on the Cardiology Department and funding for vital new equipment to assist with sustaining the lives of critically ill cardiac patients. The Appeal features RNSH's Head of Cardiology, Professor Greg Nelson and a patient story involving treatment for narrowing of the aortic valve. The Kolling Institute Appeal features Dr Nick Pavlakis, Co-Head of the Bill Walsh Lab and includes a patient story about ongoing treatment for pancreatic cancer. The focus is on funding an automated system to collect the images needed to see immune responses within a patient's tumour. The Hornsby Ku-ring-gai Hospital Appeal features Dr Clare Skinner, Director of Emergency Medicine and includes a patient story about treatment for respiratory difficulties. The focus is on funding a high definition portable ultrasound machine. The Ryde Hospital Appeal features Dr Peter Roberts, Director of the Emergency Department and includes a patient story about cardiovascular disease. The focus is on funding a new heart monitoring system.

CAPITAL WORKS

Royal North Shore Hospital campus

Works associated with the installation of the Linear Accelerator in Radiation Oncology Level 1 ASB RNSH continue on schedule and is due to be completed in mid-January 2019. RNSH Cardiac Catheter Lab replacement project will commence on 30 November 2018. An implementation project working party has been meeting fortnightly. This project is on track with no current risks identified. Cath Lab 1 will be re-commissioned in early Feb 2019.

Excavation, enabling and piling works on the SHOR project (southern campus) are at an advanced stage. 'Permanent' site sheds are now on the site, located within the 4B footprint. A planned 'ring' road around the construction site is now in place which has improved the movement of trucks and material into and out of the site. The tower crane has been erected. There have been no complaints from staff or the public in relation to these works since the last report. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.

The Dexu Group have presented the Construction Management Plan for the North Shore Health Hub to RNSH and NSLHD. Commentary has been provided and the plan will be amended by Dexu to reflect that. Once the Deed of Access is agreed, the commencement of works will commence and those works are imminent. Already Dexu have conducted some preliminary geotechnical borehole works on the raised site at the corner of Reserve Rd and Westbourne St.

An interface governance/committee structure, involving all stakeholders, has been developed and, once agreed, will provide a forum for information sharing and a 'look ahead' in relation to planned works and disruptions.

Hornsby Ku-ring-gai Hospital Redevelopment

Stage 2 and Medical Imaging:

Construction works continue and include completion of excavations for lift and stair pits and forming up of Lift and Stair Core. Building 3 Demolition Works continue to be on hold until all contamination is removed and the three Medical Imaging ground floor slabs are partially complete.

Medical Imaging (MI)

Final user groups have been held for the Medical Imaging department, including user groups to finalise the Hot Lab design with the vendors.

Stage 2

Design Validation User Groups are near completion, with sign-off achieved for a number of areas including ICU, Level 2 (Coronary Care Unit & Respiratory), Level 4 (Medical inpatients) and Level 3 (Rehabilitation inpatients).

A Stage 2 and MI risk review was held on 17 October 2018 to discuss previously identified risks, assess open risks and to identify new risks due to the project commencing delivery phase.

Stage 2A

Master Planning has commenced for Stage 2A including scope of services to be included.

Multi-storey Car Park (MSCP):

The car park is near completion with the façade construction works complete, scaffold removed and final fit-out nearly finished. Also the car park operator infrastructure works are now in progress.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

The NSLHD Planning team worked with the SNPHN to include a primary care perspective in the 'Think Tanks' for the Clinical Services Plan. Each 'Think Tank' had representatives from both the SNPHN representative and General Practice.

The SNPHN and NSLHD Joint Executive meeting was held on 23 November 2018. The Joint Executive group members were all involved in the 'Think Tanks' and discussed the opportunity to build on these discussions to inform priority setting in our joint PHN-LHD work. A joint planning session will be scheduled for February 2019 once the outcomes of the 'Think Tanks' have been finalised.

The Joint Executive also agreed processes to achieve better engagement of acute clinicians in the development of HealthPathways. Joint work continues on data sharing, frailty, and palliative care. An Expression of Interest has been circulated seeking General Practitioners to be part of a digital information group. This group will help guide our work on improving the digital communication and connectivity between District services and GPs.

SYDNEY HEALTH PARTNERS

Implementation Science Symposium

Together with the University of Sydney, SHP hosted an 'Implementation Science Symposium' in November 2018. Representatives from NSLHD attended and participated in the *Health Services Roundtable* discussion along with delegates from other Local Health Districts and the Sydney Children's Hospital Network (Westmead). The discussion focussed on overcoming challenges faced by health services in undertaking clinical redesign, quality improvement and achieving behavioural change.



Deb Willcox
Chief Executive

Date: 11.12.18