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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Preparation for the launch of ims+ across NSLHD on 17 February 2020 has now progressed to the Training Phase. Notifier and Manager/Reviewer ims+ training is now available online for all staff to access. Information sessions are planned for key committees, staff groups such as Junior Medical Officers, and Executive meetings from December 2019 to February 2020. In January and February 2020 Managers/Reviewers will also be able to attend face-to-face education sessions. Dates of these will be advertised in the coming weeks. Staff will also have access to webinars, demo sessions and an e-learning module.

The Pressure Injury Point Prevalence Audit (PIPPA) 2019 results have been released. The audit demonstrated that the number and severity of pressure injuries are decreasing across the district, and the most likely anatomical site for a pressure injury to develop is the heel or sacrum. The audit also showed that following the introduction of eMR, notification and documentation of pressure injuries initially decreased but has subsequently improved over time. Engagement with consumer about pressure injury prevention was identified as an area for improvement.

A District Clinical Audit Schedule to support facilities and services in preparation for accreditation has been developed in collaboration with subject matter experts. The audit criteria align with requirements from the NSQHS standards, NSW Health Policy Directives and local procedures and guidelines, and utilises the electronic platform, Quality Audit Reporting System, QARS, (developed by the Clinical Excellence Commission). The District Clinical Audit Schedule can be accessed from the CGU webpage.

PERFORMANCE¹

Summary

In October 2019 NSLHD experienced significant increases in activity at Ryde and Hornsby Hospital, with ED presentations increasing by 7.8% and 8.8% compared to October 2018. Presentations at RNSH decreased by 1.6% in October 2019 when compared to October 2018.

NSLHD continues to perform strongly for Transfer of Care, achieving the target of 92% for October 2019. ETP for the month was 70%. Within this, Ryde Hospital met the target of 81%, despite a 7.7% increase in presentations. ETP at Hornsby was 80% despite a 6.1% increase in presentations.

NSLHD maintained achievement of zero patients overdue for elective surgery at the end of October 2019.

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

ED Presentations

ED presentations to NSLHD for October 2019 increased by 2.9% (388 presentations) compared to October 2018. Within this, presentations increased by 7.8% at Ryde Hospital, and 8.8% at Hornsby Ku-ring-gai Hospital whilst they decreased by 1.6% at Royal North Shore Hospital.

The Urgent Care Centre at Mona Vale received 1692 presentations in October 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 70% in October 2019 against the target of 81%. This is a decrease of 2% compared to October 2018, in part due to the removal of Manly and Mona Vale Hospitals' strong ETP from the data.

ETP at RNSH was 62% for October 2019, an increase of 2% compared to October 2018. During this time RNSH had a 1.6% decrease in presentations (298 patients).

ETP was 81% at Ryde, an improvement of 1% compared to October 2018. This is despite a 7.7% increase in presentations (180 presentations).

ETP was 80% at Hornsby, an increase of 3% compared to October 2018 while presentation numbers increased by 6.1% (203 patients).

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 92% for October 2019.

TOC at Ryde in October 2019 was 98%, despite a 13.9% increase in ambulance arrivals (76 ambulances) when compared to October 2018.

TOC at Hornsby in October 2019 was 94%, this is despite a 13.1% increase in ambulance arrivals (87 ambulances) when compared to October 2018.

TOC at RNSH in October 2019 was 90%, this is an increase of 2% compared to October 2018.

Emergency Department (ED) Triage

NSLHD met the ED triage targets for all categories for October 2019.

Within this, all triage category targets were met by Ryde and Hornsby Ku-ring-gai Hospitals.

RNSH met target for categories 1, 4 and 5. Category 2 achieved 79% against the target of 80%. This result represented an improvement of 4% when compared to the October 2018 result.

Elective Surgery Access Performance (ESAP)

At the end of October 2019 there were no patients overdue for elective surgery marking over a year of this achievement.

ESAP for category 1 patients was 100%. Category 2 performance was 95%, and Category 3 performance was 96% against the target of 97%. A focus remains on managing demand within key specialties to improve category 2 and 3 performance and a project is underway to enhance LHD wide management of surgical waitlists.

Average Length of Stay (ALOS)

The rolling 12 month ALOS;

- Hornsby is 3.62 days, and has been consistently below the target of 3.91 days for 12 months;
- RNSH is 4.90 days, a decrease from 5.10 days the year prior. This is slightly above the target of 4.87 days; and
- Ryde is 3.92 days, slightly above the target of 3.89 days.

Northern Beaches Hospital (NBH)

In October 2019, the NBH received 5211 ED presentations. NBH continues to perform strongly against TOC with a result of 99% in September 2019.

ETP at the NBH was 81.5%. Targets for all Triage Categories were met.

There were no patients overdue for surgery at the end of October 2019.

FINANCIAL PERFORMANCE

Overview

The LHD's NCOS for November 2019 was \$2.27m (2%) unfavourable, resulting in \$12.2m (2%) unfavourable position for the year to date.

Total Expenses

Total Expenses were \$2.0m (1%) unfavourable for the month and \$10.32m (1%) unfavourable YTD. The YTD unfavourability was mainly impacted by significant winter activity levels at both RNSH and HKH. RNSH has implemented daily bed management and rostering since early October to address some of the financial pressures.

The Districts YTD Expenses position remains in line with our FY forecast of \$25m unfavourable, and whilst this compares unfavourably to the YTD Expense position reported as at end of October, this was due to a YTD effect of the budget supplementation provided by Ministry of Health for Pathology charges in October. The District will continue to review the Full Year forecast taking into account the performance of existing and new potential roadmaps.

An early estimate of NWAU activity for November indicates that activity levels are returning to normal growth levels. As at end of October, Acute Inpatient Services NWAU for the District is 26 NWAU or 0.1% below target. ED NWAU at the end of November is 123 NWAU or 1.3% above target. ED presentations have increased by around 3.5% (or 2,288 more presentations) when compared to the same period last year for RNSH, HKH and Ryde.

The Districts ALOS for the month currently stands at 4.23 which is below the rolling twelve month average of 4.51, and also below the ALOS for the same period last year which was 4.41.

Note: Activity data is as of 06-12-2019.

Revenue

Total NSLHD Own Sources Revenue was \$0.31m (0.26%) unfavourable for the month and \$1.02m (0.15%) unfavourable for year to date. The Revenue position was mainly caused by the single room rate reduction from Private Health funds. Impact from this has been increasing, in November the total reduction in revenue for the District was \$760k, 73% attributed to RNSH and 8% attributed to Mental Health and Hornsby respectively. Total impact in revenue is still expected to be in line with Forecast of \$12.4m.

ACTIVITY BASED FUNDING (ABF)

Acute ABF separations for October were 4.7% below target for NSLHD (excluding Northern Beaches Hospital). RNSH and Ryde were 6.6% and 0.4% below target respectively, and Hornsby was 0.2% above target.

NWAU

Acute NWAU for October was 4.3% above target for NSLHD (excluding Northern Beaches Hospital). RNSH (6.2%) and Hornsby (2.9%) were above target, however Ryde was 7.3% below target.

RNSH's acute performance is driven by a decrease in Renal (64 NWAU but 274 separations) but also some abnormally high acuity in some specialties (General Med – 58 separations below target but 109 NWAU above target; Burns/Plastics – only 3 separations above but 106 NWAU above target). Overall the hospital jumped in acuity from 0.99 to 1.12 NWAU per separation (from 1.34 to 1.50 excluding Renal).

Hornsby saw an increase in some high acuity activity in General Surgery.

Ryde's activity was driven by a decrease in General Surgery, which was only partially offset by the increase in ENT.

ALLIED HEALTH

The NSLHD Allied Health Research Workshop was held on 15 October 2019. The aim of the workshop was to utilise the NSLHD Research Strategy 2019-2024 to determine the strategic direction of allied health research for 2019-2021. Allied Health clinicians, managers and research leaders from varying NSLHD sites and disciplines worked together to conceptualise an allied health research action plan. The allied health research team and the Allied Health Research Committee will now liaise with key partners and initiate the next steps to operationalise the strategic direction for Allied Health research.

The Allied Health Kick-starter Research Grants, supported by the Faculty of Medicine and Health at University of Sydney and NSLHD, is an initiative to support Allied Health Research in its earliest stages. The successful applicants for 2019 were announced at the Allied Health Research Workshop:

- Irene Rulli (Nutrition & Dietetics) - Effect of nutrition supplementation on exercise capacity in people with Chronic Obstructive Pulmonary Disease (COPD) attending pulmonary rehabilitation. A non-randomised intervention pilot study
- Emma Tan (Occupational Therapy) - Evaluation of feasibility and clinical utility of computer assisted robotic devices for upper limb therapy for patients with cervical spine injuries
- Ashley Crook (Genetic Counselling) - An educational resource (animated video) for young women with neurofibromatosis type 1 (NF1) undergoing breast screening
- Akane Katsu (Occupational Therapy) - Return to work after burn injury: A scoping review

On 14 October 2019 International Allied Health Professionals Day was launched in Australia and celebrated in NSLHD and featured on the District social media platforms. Allied Health Professionals Day (#AHPsDay) recognises the valuable contribution allied health professionals make to the lives of our patients, consumers, families, carers and the community.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service held the Aboriginal and Torres Strait Islander Women's Health Check Day on 31 October 2019 at Bungee Bidgee, GP Training Unit at Hornsby Hospital. The day was focused on allowing women the opportunity to engage in their own health needs as they wish. The Chief Executive, Deb Willcox opened the day and welcomed the women. The Aboriginal and Torres Strait Islander Women's Health Check Day provided the opportunity for the women to get together and have a yarn. On the day, 24 women attended the event. The women were given the opportunity to participate in NDIS consultations, general health checks, women's business, breast screen, pampering and dental.

The NSLHD Aboriginal Health Services, Executive Assistant completed her Diploma in Management and Leadership through the NSW Health Next Generation of Leaders and Managers Program. The Executive Assistant also attended the 'Next Generation of Leaders and Managers for NSW Health' at SWSLHD Campbelltown Hospital on the 7th and 8th November 2019. Over the two days the program covered 'Module Seven: Leading Self, Engaging people & Building relationships'.

NSLHD Aboriginal Health Service Staff attended the Aboriginal and Mental Health First Aid Training on 21 and 22 November 2019 at the Northern Sydney Education and Conference Centre located on the campus of Macquarie Hospital.

The NSLHD Aboriginal Health Service staff also attended the NSW Aboriginal Mental Health and Wellbeing Workforce Forum 2019 on 27 and 28 November 2019 at the Sydney International Convention Centre, Darling Harbour.

The NSLHD Aboriginal Health Service Department offices recently relocated from the Ground Floor of the Royal North Shore Community Health Building, to Level 3 of the Royal North Shore Community Health Building.

COMMUNICATIONS

Media

- Approximately 52,000 people were reached with the NSLHD Facebook pages.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Channel 9 documentary series on use of donated blood and tissues at RNSH with the Red Cross Blood Service will air on 21 December.
- SBS Insight TV program on the Royal North Shore's Pain Management Clinic ADAPT program will air in February.
- Publication of the Kolling Institute newsletter, including the latest funding announcements and events staged within the Kolling.
- Media release distributed to local papers for Christmas health messages by ED Directors across NSLHD Hospitals.
- Daily Telegraph story on world-first discovery by a Kolling pain researcher.

Projects

- Website redesign process is progressing well, the Website Champion User Group commenced meetings in November.
- Work on communication strategy for the proposed RNSH campus Lot 4b development and Health and Education Precinct.

- End of year RNSH music festival - comms planning underway.
- Progress on Hornsby Hospital Stage 2 redevelopment communications plan including Communications support to departments moving at HKH as part of redevelopment.
- The NSLHD 2019 Year in Review was published.
- Preparation for the launch of the 'Our District, Your Ideas...Doing things differently' Campaign.
- Assisted with communication strategy for JMOs at Hornsby Hospital preparing for infection watch program
- Assisted with media and communication strategy for numerous events including; World Children's Day, International Day for People with a Disability, hospital Time In Service events, 16 days of activism against domestic violence, Genetic Counsellor Awareness Day, Grace Under Pressure, NSLHD Health and Wellbeing Plan, Innovation Program.
- Work continues on the refresh of the Kolling Institute website.

Events

- Planning is underway for the next Northern Lights Research and Innovation Showcase which will be held in February 2020, highlighting the work of the Cancer and Palliative Care service.
- NSLHD launched the 'Christmas with Dignity' campaign with the NSLHD Workplace Giving Partner across hospitals providing staff an opportunity to donate to those experiencing homelessness over the festive season.
- Promotion is underway for a symposium co-ordinated by Kolling researchers discussing the complex issue of reducing opioid use.
- The NSLHD Annual Public Meeting was held on 22 November 2019.
- An event was held to announce the partnership with the Avner Foundation.

PRIMARY & COMMUNITY HEALTH

Drop the Jargon Day - A Health Literacy Initiative

Consumer Advisor, Stephanie Sanbrook, facilitated *Drop the Jargon Day* across Primary and Community Health services on 22nd October 2019. Drop the Jargon Day was first established in 2014 by Australian organisations involved with the Centre for Culture, Ethnicity & Health who wanted to improve communication with consumers and encourage the use of plain language.

Stephanie visited nine teams across Primary and Community Health, engaged over 50 staff, collected over 130 jargon/acronyms from staff who pledged to no longer use acronyms or health care jargon when communicating with consumers. Stephanie's leadership of this event emphasised to services and staff the importance of considering the health information needs of their consumers who may have low health literacy and allowed Stephanie as a Consumer Advisor to share her views and experiences to enhance staff education and understanding.

PEOPLE AND CULTURE

Diversity Inclusion and Belonging Council launched

Our inaugural Diversity Inclusion and Belonging Council was held on 29 November with Elizabeth Broderick in attendance as a special guest. Planning for consultation on the Diversity Inclusion and Belonging Plan is underway with focus groups expected to commence in December 2019.

NSLHD has continued to build our capability in this area by partnering in December with the Australian Network for Disability and Pride in Diversity membership networks. These networks alongside the Male Champions of Change organisation will provide access to best practice and resources to support our progress.

Leadership Advisory Board launch

The first Leadership Advisory Board is scheduled for 9 December 2019. The council will be reviewing the NSLHD Leadership Strategy which will, in 2020, be prioritising the launch of the emerging leaders and emerging senior leaders program as well as our succession management process.

Domestic and Family Violence Workforce Framework

On 26 November as part of the 16 Days of Activism event "End Violence in the world of Work" at RNSH Kolling Building, the People and Culture team signalled the development of our first Workforce Framework for Domestic and Family Violence. Consultation on the framework and policy underpinning this, will take place early 2020.

Health and Wellbeing Plan

The new NSLHD 2019-2021 Health and Wellbeing Plan has been launched and is now live on our Health and Wellbeing intranet page. The plan recognises the importance of a healthy workforce and that our staff is our most valued asset. The Health and Wellbeing team are conducting promotional stands throughout the NSLHD, encouraging staff to attend for more information on the plan.

Speaking Up For Safety (SUFS) strategy

As at the end of November, 1644 staff have been trained in SUFS. Seven (7) trainers were trained by the Cognitive Institute at Mona Vale and Ryde Hospitals with Trainer Accreditation planned for January. Promoting Professional Accountability will be called Safe Behaviours Together at NSLHD and planning for this is continuing. More than 1000 compliments have been sent across the District since the Compliment Portal was launched in July 2019.

MEDICAL SERVICES

Junior Medical Practitioners

Initiatives from the NSLHD JMO Wellbeing Board Committee continue to progress. There is a particular focus on the mentorship program, with short surveys to be distributed soon to gauge interest in the program from prospective mentors and mentees. An end of clinical year event will be held mid-January 2020; the format for the event is anticipated to be an evening forum with a motivational speaker and brainstorming ideas for the next year. Steps are being taken to secure sponsorship for this event.

The ASMOF/AMA Hospital Health Check 2019 survey was recently published. The District scored higher than the state average in most of the parameters in particular against morale and culture. Through the NSLHD JMO Wellbeing Board Committee we will now focus on areas identified for improvement.

MENTAL HEALTH, DRUG & ALCOHOL (MHDA)

Peer Workforce

Two peer workers received notable awards during the reporting month: Paula Hanlon, Manager Ryde Consumer Services received a NSW Public Sector Consumer Workers Lifetime Achievement Award in recognition of her more than 22 years' service to the recovery of consumers in Mental Health Services and for her contribution during this time to the development and enrichment of the peer workforce; Lynne Anderson received a

Certificate of Appreciation from the NSW Police Mental Health Intervention Team in appreciation of the work she has done in educating police officers about mental health illness from a carers perspective over a number of years. These awards, whilst recognising the amazing work undertaken by these two workers individually, are also positive testament to the commitment of the MHDA Directorate to hearing, listening and 'taking on board' the carer and consumer voice.

YES Survey results

The annual YES Survey report was received during the reporting month. NSLHD MHDA overall YES returns for 2018/19 were 3,445 which is a 3.6% increase from the previous year (3,325 in 2017/18) and the highest number of YES survey returns by LHD in NSW. MHDA are currently analysing the results and work is ongoing in enhancing consumers' experience of service and in increasing engagement with survey completions.

Each service have developed action plans to address feedback from YES results, and to enhance YES completion. The plans are reviewed and updated every 3 months and reported to both the Quality and Risk Management committee and the MHDA Executive meeting. Working groups have also been established to target specific areas of feedback that have been identified in consumers' feedback with experience of service.

Graduate Health Management Program

MHDA was delighted to partner with one of the Graduate Management trainees of the LHD in production of a 'leaners set' specific to the MHDA context. The set incorporated a panel discussion made up of clinician, carer and consumer representatives providing insight into the lived experience of Mental Health illness. It was a powerful set and well received.

Partnering

MHDA continues to develop and grow the work undertaken with our CMO partners across the LHD – Northern Beaches Community Mental Health Service linked in with the NB MH Interagency Forum held on October 20 ; Hornsby Mental Health Service hosted an interagency forum on October 30 in partnership with the Sydney North Primary Health Network; North Shore Ryde Mental Health Service partnered with Ryde Council in production of an art exhibition and the MHDA Directorate continues to work alongside the SNPHN in development of the MH Regional Plan.

Capital projects

Finalisation of all funded projects under the Therapeutic Environment and Minor Capital Works Program was achieved in the reporting month with Parkview Unit Courtyard enhancements completed. In total, eight projects were funded and an extraordinary amount of work undertaken to enhance the environments of our acute units and, the difference is huge with positive comments from all completed works from consumers, carers and clinicians.

RESEARCH

The first Research Advisory Committee (RAC), meeting was held 18 November 2019. An Office of Health and Medical Research (OHMR) representative gave a presentation on the support that is available from OHMR for LHDs in managing Intellectual Property matters and Clinical Trials.

The Research Ethics and Governance Office reporting line has moved to be under the Medical Executive Director to provide clarity that the support provided encompasses the entire District.

In addition to providing research ethics review and research governance oversight across the District, the Research Office plays a key role in supporting the NSLHD Animal Ethics Committee (AEC) and the Royal North Shore Hospital Institutional Biosafety Committee (IBC).

There is a current call for the Ramsay Research and Teaching Fund scheme 2019/2020 which is open to staff active on the Royal North Shore Hospital campus, and a call is anticipated soon by the OHMR for the next round of the Translational Research Grants Scheme.

INFORMATION COMMUNICATION & TECHNOLOGY (ICT)

Northern Beaches Hospital (NBH) Project

The Clinical Health Information Exchange (CHIE) was fully implemented on 25 September 2019. Clinicians have provided positive feedback, appreciating the convenience with which they can access a wide selection of clinical data from NBH and vice versa to support the safe delivery of care. Ongoing governance and stewardship of the CHIE is provided via the NBH IM&T Working Group.

A NBH CHIE presentation was provided at the eHealth NSW State Chief Information Officer (CIO) Executive Leadership Group on 20 November 2019. The presentation delivered in partnership between the district and eHealth focussed on the benefits of the system, lessons learned from the NBH Project and other readiness considerations for LHD's interested in adopting the new platform.

Specialist Letters to GP's now live.

The district has become the first LHD in NSW to begin sending patient letters to GPs electronically through the state's HealtheNet Portal. General Practices using the HealthLink, Argus or Medical-Objects secure messaging services who are also receiving hospital discharge summaries electronically will now also receive the new letters directly in their clinical software. This has been achieved through a successful partnership between the LHD, Primary Health Network and eHealth NSW.

PACS/RIS (Medical Imaging Solution)

PACS/RIS design working groups continue to inform the systems final design/build. Many NSLHD clinicians and other stakeholders are involved in these design groups. The go live for the district is being planned during the period June – August 2020 and remains on track with a LHD Project Implementation Team (funded by eHealth NSW) to be established in January 2020.

Website redesign

ICT & Corporate Communication teams have completed the Request for Quotation process and have engaged the preferred vendor to build the new environment. The next development phase of the website is now underway with the new site expected to go live in March 2020.

A key ongoing requirement to ensure accuracy of web information will be the identification of content owners from across the LHD with a Web Champions Workshop held on 27 November to define the roles and responsibilities for this group moving forward.

Cyber Security

The activities for the ICT Defence in Depth Strategy and Cyber Security Roadmap released in September have commenced.

Key achievements for the period include:

- The IT Service Continuity Plan was released in October. This will now be operationalised through periodic testing of the recovery processes for IT applications and infrastructure.
- Alignment works between the Cyber Security Roadmap and Windows10 Project have commenced to ensure the upgraded computer fleet is certified by the anti-virus vendor, MacAfee.
- Additional security layers have been procured to secure web access onto the District's network and to enhance ICT's incident response capability.

The Windows 10 Upgrade Project

Commenced in September 2019 and is running to schedule with the initial computer upgrades/deployments underway across the LHD. The project is expected to be completed by the end of Jan 2020.

NURSING AND MIDWIFERY

Professional Development, Resources and Systems

- The bi-annual NUM/MUM Professional Development (PD) Day will be held on Thursday 21 November, with a significant uptake across the District. This is a key Professional Development opportunity for NSLHD NUMs and MUMs and is an opportunity to acknowledge and build on this critical workforce cohort.
- Two Nursing and Midwifery Directorate staff have participated in User Acceptance Testing for the HealthRoster upgrade which rolls out some key enhancements to the system
- The 2020 GradStart intake will be finalised in the coming weeks, with Letters of Offer being sent to all successful candidates by 9 December 2019.
- Clinical placements for Student Enrolled Nurses, TVETs and AINs continues through November and December.

MIDWIFERY SERVICES

Woman-Centred Care Strategic directions for Australian Maternity Services -COAG Health Council (Department of Health)

Woman-centred care: Strategic directions for Australian maternity services (the Strategy) provides overarching national strategic directions to support Australia's high-quality maternity care system and enable improvements in line with contemporary practice, evidence and international developments.

The 10th Women's and Babies Research Annual Academic Day

The Academic Day will be held on 19 December 2019 in the Kolling Auditorium, Royal North Shore Hospital showcasing multidisciplinary perinatal and maternal health research from across The University of Sydney, Northern Sydney and Central Coast Local Health Districts and the Kolling Institute.

Women's and Babies Research forum - Pregnancy and Beyond 18 December 2019

The University of Sydney, Northern Sydney Local Health District and the Kolling Institute are hosting a forum for consumers and health professionals. Presentations by leading medical specialists and consumers will include Long term outcomes for babies born early, conception to Age 5: Why the first 2,000 days of a child's life are the most important, and the journey for a family when their newborn required neonatal intensive care.

COUNTER DISASTER

The Counter Disaster Unit (CDU) has been supporting the Health Services Functional Area Coordinator (HSFAC) in coordinating the health response to the first major bushfire for this season in this area. This includes deploying staff to the Local Emergency Operation Centres at Terrey Hills and Cowan and the North West Metro Regional Emergency Operations Centre at Regentville.

Preparations are in place to support the NSW Rural Fire Operations Centre and State Health Emergency Operations Centre (SHEOC) until 10 January 2020. This will involve deploying staff from across NSLHD into these Health Liaison Officer roles.

The CDU will also be ramping up the safe travel campaign for days of catastrophic fire danger and heatwaves to ensure the safety of staff and the community. In addition, equipment is being pre-emptively deployed.

NORTH FOUNDATION

NSLHD Engagement over the last month

- BreastScreen NSW
- Pancreatic Cancer Centre RNSH
- Avner Pancreatic Cancer Foundation-NSLHD event
- RNSH OT Department
- NORTH Foundation Presentation at Renal Department meeting
- Emergency Department / Emergency Research
- Mental Health Drug & Alcohol

New NORTH Foundation 'Giving Hub'

The NORTH Foundation is excited to partner with Raisely to grow our online and community fundraising via a new 'Giving Hub'. This hub has been specially designed to make community fundraising and crowdfunding easier for our supporters. Offering supporters the chance to support the Foundation with a range of events such as City2Surf, DIY fundraising and crowd-funded projects is a great way to increase our base of digital fundraisers. Participants will be able to register, manage their campaigns, accept donations and engage with the impact of the Foundation.

2019 Christmas Appeal

Christmas Appeals for RNSH, Ryde, Hornsby and the Kolling Institute of Medical Research, are currently under way.

We have been working with Occupational Therapy teams across the NSLHD and staff from the Penney Ageing Unit to develop a Christmas campaign focused on raising funds for innovative rehabilitation technology and research into optimised ageing for the elderly. There has been an increasing demand for occupational therapy services across the District, and recent trials using innovative rehabilitation technology have proven successful in facilitating faster recovery periods for patients.

Robotic equipment, like the *Tyromotion Diego*, *SaeboreJoyce* and *Pablo*, incorporate gamification into traditional occupational therapy exercises and patients are able to play interactive and stimulating video games while undertaking repetitive exercises to help them regain movement in their upper limbs. Professor Sarah Hilmer and her team, have developed a tool for clinicians, called the Drug Burden Index (DBI), to guide the safer use of medicines.

Development Committee

We had our inaugural Development Committee meeting last month. This Committee will be primarily responsible for driving engagement and activities that seek philanthropic support for the NORTH Foundation's fundraising pillars and across our main fundraising portfolios (major gifts; grateful patient giving; engaging medical staff in philanthropy; corporate partnerships; media and communications; and database management/analysis. They will be responsible for:

- Reviewing the development of fundraising goals
- Assisting in the conception and delivery of activities to meet these goals
- Utilising personal and business networks to foster engagement and philanthropy
- Working closely with the Board to cultivate gifts and relationships.

Perpetual IMPACT Philanthropy Program

Thanks to the generosity of their clients, Perpetual distributes more than \$100 million annually from the charitable trusts and endowments they manage. Many of these trusts and endowments are created with specific directions around the charities that will benefit. However, where trusts and endowments have a more flexible approach to grant making, they undertake a rigorous application program that matches their clients' wishes with suitable organisations. Perpetual's IMPACT Philanthropy Program allows philanthropists and Not-for-Profits (NFPs) to connect, and allows NFPs to demonstrate how they improve outcomes for the communities in which they operate. The NORTH Foundation has been invited to submit up to 3 applications for a variety of projects.

KOLLING INSTITUTE OF MEDICAL RESEARCH

The Kolling continues to focus on improving communication internally and externally, with a new website set to launch in December. Twitter followers continue to grow and Kolling researchers recently featured in a Daily Telegraph article, subsequent to a publication in the prestigious scientific journal, Nature. Kolling researchers have commenced researcher led 'method talks' on a regular basis with a view to increasing scientific communication and collaboration across the building.

Plans to celebrate the 100th anniversary of the Kolling Institute in 2020 are underway.

SYDNEY NORTH PRIMARY HEALTH NETWORK (PHN)

The development of the Joint LHD & PHN Regional Mental Health Plan is in consultation phase. Consultations have been held with Non-Government Organisations (NGOs), Councils, private providers, General Practice and LHD services. Four focus areas have been prioritised for this Plan, these are:

- Improving continuity and reducing fragmentation of service delivery
- Developing Regional leadership and governance to reduce suicide
- Improving physical health of people living with mental illness
- Improve health literacy through reducing barriers and increasing awareness of services

The Frail Older Persons Program has held a number of activities including; consumer and provider workshops for frailty screening, a regional forum with Residential Aged Care (RACF) providers and LHD staff, and sessions to design a rapid response model with Geri, ED, and Nursing staff.

Northern Sydney Local Health District (NSLHD) has become the first LHD in NSW to begin sending letters electronically from non-admitted services to GPs. This is the result of a partnership with eHealth, Sydney North PHN, and NSLHDs ICT and System Integration

teams. This will improve the transfer and collaboration of care between LHD services and GPs, as well as gain efficiencies through removing the use of paper.

Paediatric and Child Health Forum

The Children and Young People clinical network held its inaugural Improving Child & Adolescent Health Forum on 19 November 2019. The forum showcased research and quality innovations from across the LHD related to acute and community aspects of healthcare for infants, children and adolescents, alongside guest speakers from the University of Sydney. The event was well attended and evaluated by nursing and medical staff from the across the District, Northern Beaches Hospital and from other LHDs.

First 2000 Days

The Ministry of Health has released its "First 2,000 Days Framework" – a strategic policy that outlines the importance of a child's first 2,000 days of life and the action people within the NSW Health system should take to maximise the best possible start in life

The policy provides a high-level framework to guide the identification of priorities within each Local Health District and the development on its implementation. The responsibility of this sits with each Local Health District and Specialty Health Network.

NSLHD currently provides many services for children under five that emphasise and aim to maximise the health of children during their first 2,000 days. A workshop will be held early in 2020 to design NSLHD's implementation of the Framework.

Prevention of Violence, Abuse and Neglect (PARVAN)

In November 2019 a workshop was held with the Child Protection, Sexual Assault, Domestic and Family Violence and Social Work teams to discuss forming a new integrated response service to Violence, Abuse and Neglect (VAN). Focus areas include establishing a centralised intake for all VAN services and a 24/7 psychosocial response to VAN. A follow up workshop is scheduled for December to undertake detailed design work.

CAPITAL WORKS

Hornsby Hospital Redevelopment

Stage 2 and Medical Imaging Redevelopment

- Medical Imaging – handover of the building is now complete and the first patients were welcomed into the department on 28 November 2019.
- The main 'Hospital Street' linking the STAR Building to Medical Imaging and the northern side of the campus now also open.
- All the main stage 2 structure is complete with fit-out and adding of the facade in progress for the lower levels.

Royal North Shore Hospital

- Works are continuing on the RNSH campus and there have been no significant changes since the previous month.

Debi

Deb Willcox
Chief Executive

Date: 9.12.19