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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

All Root Cause Analysis (RCA) reports due between December and early January were submitted to the Ministry of Health on time/early. The District, for the 18/19 financial year has currently submitted 91 per cent of RCAs within the 70 day timeframe.

Review and update of the current Clinical Governance webpage continues. The objective is to make the site more informative and user friendly.

PERFORMANCE

Summary

NSLHD achieved zero patients overdue for elective surgery at the end of December 2018 maintaining the improvement in performance, and the district continues to perform strongly against the Transfer of Care (TOC) indicator, achieving 94% for December 2018

Emergency Treatment Performance (ETP) for NSLHD was 70% in December 2018, a decrease of 7% compared to the same month last year. The opening of the NBH has impacted the LHD's ETP, as Manly and Mona Vale hospitals were strong performers against this indicator. Improvement work in this area continues to be a key focus, with emphasis on improving the time and processes between a patient being discharged and the allocation of another patient to that bed.

ED Presentations

ED presentations to NSLHD for December 2018 were 0.3% above the target for the month, and increased by 2.3% compared to December 2017.

Within this, compared to the same month, last year presentations have increased at Ryde (3.6%) and Hornsby (4.7%).

Emergency Treatment Performance (ETP)

ETP for NSLHD was 70% in December 2018, in a decrease of 7% compared to the same month last year. This is due to the strong results from Manly and Mona Vale Hospitals no longer influencing the total district result.

Transfer of Care

NSLHD continues to perform strongly against this indicator achieving 94% against the target of 90% for December 2018.

All sites across NSLHD met the target; Hornsby (94%), NBH (96%) and Ryde (99%) and RNSH (91%).

Emergency Department (ED) Triage

NSLHD met the ED triage targets for all categories.

Elective Surgery Access Performance (ESAP)

At the end of December 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) was achieved across all sites in December 2018, with performance at 100%. NSLHD was slightly below target for ESAP category 2 and 3 with results of 92% and 96% respectively against a target of 97%.

Average Length of Stay

The rolling 12 month ALOS at Hornsby is 3.79 days, against the target of 3.86 days. The rolling 12 month ALOS at RNSH and Ryde hospitals are stable at 5.10 days and 4.04 days respectively.

FINANCIAL PERFORMANCE

Overview

The LHD's NCOS for January was \$2.23M (1.9%) unfavourable, resulting in \$14.1M (1.7%) unfavourable YTD.

The District has established a Performance Support Team (PST) to assist hospitals and services with efficiency and productivity strategies.

Total Expenses

Total Expenses were \$4.23M (4%) unfavourable for the month and \$16.6M (2%) unfavourable YTD. The unfavourability for the month was mainly employee related due to high clinical activity at RNSH. Separations for RNSH were 6.6% higher than target in January and 3.8% higher in January YTD.

Revenue

Total NSLHD Own Sources Revenue was \$1.9M (11.8%) favourable for the month and \$2.94M (2%) favourable for YTD. NSLHD is showing a healthy YTD increase in patient fee revenue, key driver of this is growth in private/overseas and Work Cover type patient billings. Overseas visitor revenue gains compared to last year are driven by a few high value patient episodes which drive the positive variance YTD. The recent revenue realignment adjustment received from MoH was also allocated across relevant facilities/services in January.

Other item/s

The Patient Fee Debtor is 5.32% for the month which is unfavourable against the target of 5%. This was caused by increasing numbers of ineligible patient admission.

OPERATIONS

The Innovation Program

The 2019 Innovation Program 'Pitch' event dates have been confirmed. To increase District wide engagement each event will be live-streamed to key facilities in NSLHD.

Ambulatory Care Centre (ACC) RNSH Improvement Project

The project has been running since August 2018. A range of process improvements have been implemented to improve patient flow and wait times.

ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for December 2018 were 4.5% above target, and increased 4.6% compared to the same period last year.

Year to date, Acute ABF separations for NSLHD are 1% above target, and increased by 4.2% compared to the same period last year. Within this, separations have increased by 6.5% at RNSH and 1.5% at Hornsby.

NWAU

Acute inpatient NWAU are 3.5% below target for the month of November 2018. However, year to date, acute inpatient NWAU remain in line with projections at 0.9% above target.

Compared to November 2017, acute inpatient NWAU have increased at RNSH, 5.9% and Ryde 11.5%.

COMMUNICATIONS

Media

- Positive media included twelve print media articles and four TV items in December including a piece on hospital hounds (RNSH), good clinical care saved sepsis patient (NBH) and organ donation (RNSH). Approximately 92,050 people were reached through 32 NSLHD Hospital Facebook posts.
- Sunrise, Channel 7 televised a story on former RNSH patient Ian Hutchison who tells his dramatic story of cardiac arrest and recovery. He also talks about his wish for everyone to learn CPR this summer over a BBQ. Prof Gemma Figtree also appears as an expert spokesperson.
- Internal communication with the Counter Disaster Unit on promoting the standardisation of the emergency number 2222 across NSW facilities, including NSLHD.
- Providing district wide communications support to Health and Wellbeing who are taking part in a UTS study surrounding compassion in the workplace.
- Continued community education in relation to the services provided at the Urgent Care Centre at Mona Vale Hospital.
- The media team continued to work closely with Northern Beaches Hospital on the management of considerable media issues following the opening of the hospital 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.
- A communications strategy has been developed to assist with improving internal communications and promote Kolling Institute research, 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.
- Work has begun on a quarterly Kolling community newsletter which will be produced, starting in 2019, to promote the activities, positive research stories and staff profiles to the community, philanthropic organisations and research entities.

- A Kolling Year in Review Newsletter has been produced and circulated to all NSLHD staff.
- The NSLHD 2018 Year in Review was produced and distributed at the APM and to facilities and stakeholders.

Events

- The Official Opening of the multi-storey car park was held in December with Member for Hornsby, Matt Kean, and Member for Ku-ring-gai, Alister Henskens in attendance.
- The Annual Public Meeting was held on 7 December 2018, the event was well attended will positive feedback received by both NSLHD staff and consumers.
- RNSH hosted the NSW Premier, NSW Treasurer, Minister for Health and Minister for Medical Innovation as well as the local MP for the reveal of the Baby Bundle contents on 9 December 2018.
- Hornsby Hospital's virtual reality initiative will be launched to show the hospital's redevelopment so staff and community can view what the new Hornsby Hospital interiors will look like.
- Preparations has commenced for the launch of the Simply Red Campaign at HKHS on 14 February 2019. Hornsby Ku-ring-gai Hospital's Emergency Department are forming a dedicated rapid response team, Team RRED, for deteriorating patients.
- The 'End PJ Paralysis' initiative will be launched on the Feb 20 at Ryde Hospital. This is an international campaign aimed at encouraging patients – where possible – to get up, get dressed and get moving, as research has shown putting on day clothes while in hospital, rather than pyjamas or gowns, will enhance their overall physical and mental health.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service has recruited to the Registered Nurse (RN) position. The RN will be working alongside the Clinical Nurse Consultant and Integrated Team Care Coordinator. The RN will be working closely with our clients on the Chronic Disease Management Program (CDMP) and the Integrated Team Care Program (ITC) and will also be working from Bungee Bidgel on a Tuesday.

The Aboriginal Health Service has developed the first Optometry Clinic for the NSLHD with the support of the Brien Holden Vision Institute. The Optometry Clinic is being run out of Bungee Bidgel on one Tuesday of every month. The first clinic was held on the 11th December 2018 and the next scheduled clinic is on the 29th December 2019. Both clinics have been completely booked.

PRIMARY & COMMUNITY HEALTH

NSLHD is implementing the new ComPacks SASH Program which is designed to address service gaps arising from the loss of the NSW Community Care Support Program (CCSP). The program targets people aged between 18 — 64 years who are not eligible for the National Disability Insurance Scheme (NDIS) and are at risk of hospital admission without home support services. The ComPacks SASH Package is a low level package of community services, supporting clients to remain independent and safe in their home, for up to 6 weeks at a time.

NSLHD PACH have implemented VANguard as a program to enable clinicians access to the My Aged Care portal from any device within the NSLHD network. This replaces Auskeys and has significantly improved accessibility.

COUNTER DISASTER

The Counter Disaster Unit (CDU) was activated in response to the storms on 15 Dec 2018. During this response the Cherrybrook Christian Care Centre, a 112 bed facility, experienced significant structural damage and loss of mains & essential power supply for a 5 day period. In consultation with the Emergency Services, this facility was supported in place to mitigate the need for a total relocation.

The Steering Committee has been convened to drive the implementation of Business Continuity Management. The first round of the Business Impact Assessment Workshops for services in scope, have been scheduled, including Pharmacy, Emergency Departments, Intensive Care Units (Neonatal, General Adult & Mental Health) Fire and Security Services.

With the dissolution of the Service Level Agreement (SLA) between the Central Coast Local Health District (CCLHD), the restructure for NSLHD CDU has been formalised and completed.

PLANNING

The review and update of current NSLHD Clinical Services Plan is continuing to progress into the next phase of consultation, following its launch at the February NSLHD Clinical Council meeting.

In the month of February, Planning will present the Key Themes and Strategic Directions at different Clinical Council meetings for consultation and feedback:

WORKFORCE

Leadership Programs - Annual Completion Ceremony

On 12 December 2018, the annual Completion Ceremony was held. This program acknowledges and celebrates the educational achievements of our staff who have completed programs that are run in collaboration with the pillars or institutes of higher education. Trevor Danos, NSLHD Board Chair presented the Leadership Certificates. Representatives from HETI, the University of Technology and the Clinical Excellence Commission and local executives and managers were in attendance.

The programs included the:

- Executive Clinical Leadership Program - one completion
- Foundational Clinical Leadership Program - 19 completions
- Clinical Accreditation Program - 19 completions
- Financial Management Essentials - 6 completions
- People Management Skills Program. – 14 completions

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. Trainers have now received their accreditation and a training schedule is being finalised for a Q1 2019 commencement at RNS Hospital.

Prior to the training commencing a communications campaign will be implemented starting with Chief Executive communications and then cascading to General Manager communications as each Hospital and Service comes onto the program.

In addition to the training and communications implementation, preparation has commenced for stage two of the program. This includes the build of the online reporting tool which will align with our Safety II philosophy and empower staff across the district to recognise excellent care and team work as well as report patient safety and workplace behaviours concerns and confidentially.

Compassion Project

Northern Sydney Local Health District (NSLHD) is partnering with University of Technology Sydney (UTS) to conduct a research project entitled "*Creating Positive Work through Compassion*". The project proposes to advance organisational compassion for the purposes of enhancing workplace interactions between staff and to improve staff wellbeing.

Promoting kindness and compassion can result in:

- the potential to enhance staff wellbeing and teamwork, while mitigating negative work acts such as bullying and harassment;
- considerable individual and organisational benefits including enhanced psychological health & wellbeing, greater workplace collaboration as well as higher levels of motivation, service quality and employee retention; and
- the potential for cross-collaboration between departments which can assist in developing stronger internal relationships across the workforce.

The Discovery Phase of the project was completed in January 2019, which included the collection of quantitative data with a mix of data collection methods including an online survey open to all staff and managers and a small number of face to face interviews. Over 1000 staff participated in the online survey. A preliminary report is due to the District late February/early March 2019.

MEDICAL SERVICES

Rebeka Tennent commenced 14 January 2019 in the role of Manager, Research Strategy & Partnerships. This role reports to the Medical Executive Director, NSLHD and will be responsible for providing management, support and advice across the District at a high level in the areas of research, innovation and collaboration. One of the key deliverables for this role is the development and implementation of the NSLHD Research Strategic Plan.

Junior Medical Officers (JMO) Wellbeing

The second annual JMO 'Your Wellbeing & Training Matters' survey closed on 12 November 2018 and results are anticipated to be published by early February 2019 and will be used to inform support and wellbeing strategies across the District.

The next JMO Wellbeing & Support Committee meeting is scheduled for 13 February 2019 and will be held at Mona Vale Hospital with JMOs from NBH actively encouraged to attend. . Expressions of Interest for the Committee Chair and Deputy Chair have been 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. Appointment of the Committee Chair and Deputy Chair will be finalised at the next Committee meeting.

Through the NSW Health JMO Be Well Program, NSLHD has been awarded funding for the project titled "Rethinking the Medical Workforce at RNSH" submitted by Dr Philip Hoyle, Director Medical Services, RNSH. This project will look at a systematic, evidence-based

evaluation of the JMO workload at RNSH to facilitate development and implementation of solutions. The Ministry of Health will be making a formal announcement in coming weeks about all successful applications.

The Medical Executive Director and Director Workforce and Culture continue to meet with the Ministry of Health, Healthscope, AMA and ASMOF to resolve issues regarding JMO's at Northern Beaches Hospital. A second survey has been circulated amongst the JMO's at NBH to better understand their current experience and identify areas to focus on in the coming months.

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 have been endorsed by the Medical and Dental Appointment Advisory Committee in December 2018. The updated Terms of Reference are attached for the Board to review.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

ICT Shared Service Agreement 2018 – 2023

The Shared Service Agreement between NSLHD and CCLHD for provision of ICT services was due for renewal in late 2018. Consultation has been held with NSLHD (and CCLHD) executive and the agreement has been updated and agreed for the next five (5) year period.

Northern Beaches Hospital (NBH) Project

The State feed into the shared Cerner Health Information Exchange (HIE) has been unable to be released after multiple testing processes continue to identify unacceptable errors and omissions in the load of historic patient data. While these failures are unexpected, the State continues to satisfy its clinical and Project Deed obligations to provide access to patient's past clinical information by implementing a range of mitigations for patient information access since NBH opening. HIE platform testing and issue remediation activities continue into January 2019 to enable the HIE system to be operational and safe for clinicians with the expected go live of the system by March 2019.

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)

SECTRA was announced on 23 May 2018 as the preferred vendor for the State-wide PACS/RIS program (Medical Imaging System Replacement/Upgrade). The district is one of three LHD's that completed a Proof of Concept (POC) process in December 2018 that "road tested" key functional and technical items of the SECTRA solution on behalf of the state. The product enhancements identified out of the POC Project have been specified in detail and will be included in the states larger contract. Commercial negotiations have progressed with significant progress with the majority of items now fully agreed. All ProcureIT modules have been drafted and are currently with SECTRA for legal review in anticipation of the contract to be ready for signing by the end of January 2019.

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.

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 has been extended to finish on 31 January 2019. The LHD’s MyHealthRecord Change Manager continues activities around the Communication Plan across the district.

NSLHD Website Review

Following the completed review of the NSLHD Internet by FutureGov in 2018, a working group has been established including ICT and Corporate Communications, to progress a set of identified goals and recommendations. The next steps include a 5 – 6 month project to:

- Review Web Site Content
- Building the Web Style Guide
- Facilitate an Advisory/Working Group
- Complete User Experience/Quick-win activities
- Business conduit to keeping pages current
- Update daily refresh pages

Cyber Security

The annual ICT network Penetration Testing process has been undertaken during November 2018 and the report delivered in December 2018. ICT is reviewing the report and will develop an action plan around any recommendations made with a focus on any high risk items.

Big Data Proof of Concept – eMR/Maternity Data

A Rapid Data Ingestion Proof of Concept (POC) in partnership with eHealth is well underway. The scope of the PoC includes extracting eMR and eMaternity system data in near real time using change data capture to a central data platform. Researchers will then use this raw data to clean and transform into the minimum viable data set required to deliver specified use cases.

The outcome will be to determine the feasibility and value proposition of this BIG Data Platform that could be used/scaled for use across the state. The results of this PoC are expected in March 2019.

MENTAL HEALTH, DRUG & ALCOHOL SERVICES

Northern Beaches

Mental Health Drug and Alcohol (MHDA) continue to work closely with the Northern Beaches Hospital in particular with respect to ensuring appropriate community follow up and a streamlining of the referral process.

Mental Health Therapeutic Environments Minor Capital Works Program

Project teams for each funded initiative, Parkview, Brolga, Riverglenn and RNS are meeting to progress works. Timeframes for completion of all works remain at 30 June 2019 which is noted as tight, given the extent of works required and the need for finalisation of tenders (Parkview Unit and Brolga) and quotations (Riverglenn and RNS).

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

- A Patient Story Collection Project. The Project will gather patient stories and feedback which will be used to form an action plan, as well as provide an education

and development program for NSLHD consumer advisors to address the key themes arising in patient stories.

- The annual Person-Centred Care Showcase will take place on 13 November 2019. This year's Showcase will centre on consumers and shared decision-making.

Clinical Practice/Safety Culture & Quality

- Feedback sessions on the NSLHD Safety Culture Surveys have been organised., initially with NSLHD DoNMs and then to the NUMs and nursing/midwifery management staff involved.
- A NSLHD Casual and Agency Staff Orientation Video is in development. . The video will welcome staff to the LHD and outline expectations of new staff members.
- The inaugural Assistant in Nursing (AIN) Clinical Skills Development Day (held 11 December 2018). .

Professional Development, Resources and Systems

- Results of the NSLHD Agency Tender have been advised. A meeting was held with each of the successful agencies to outline NSLHD expectations.
- 46 new NSLHD Casual Pool AINs have been on boarded since Jan 2019.
- The first clinical placements for Diploma of Enrolled Nursing students will commence in February, across all NSLHD facilities:
- A NUMs/MUMs Professional Development Day is scheduled for March 2019.
- The HealthRoster 90 Day Challenge at Hornsby Ku-ring-gai Hospital has had a definite impact at HKH, with significant improvements in metrics such as reduced additional hours and unused or over contracted hours. The 90 Day Challenge has so far been rolled out to Macquarie, HKH and RNSH Division of Surgery and Anaesthesia. The Challenge provides an analysis of HealthRoster data through close scrutiny of all roster metrics using 3 consecutive rosters.
- The first cohorts of the 2019 Transition to Professional Practice (TPP) Program will commence at RNSH and HKH February 2019.

Midwifery Services

- Enhancement of Tiered Maternity and Neonatal Networks. NSLHD will receive budget allocation for 0.2 FTE for a Senior Obstetric Lead and 0.2 FTE Redesign Lead to strengthen self-sufficiency with the Tiered Maternity Network and Neonatal Network.
- Birthrate Plus® routine reassessment commenced at Royal North Shore Hospital January 2019. The results will be available in March 2019.

Patient Access Transport Unit (PATU)

- Contributing to the Patient Transport Service (PTS) "Booking Better" Project aims to refine the transport booking e-form, improving the quality of clinical detail and ensuring appropriate information for the requested booking type.
- This will improve the dispatching of appropriate transport vehicle and crew and lead to improved timeliness of pick up - roll out is anticipated in March 2019.

Research and Practice Development

- 2018 NSLHD N&M Annual Report in progress

- Researcher Mentor Program will commence in February 2019 with 10 participants across NSLHD.
- Master Classes and Research Development Program will also commence in February 2019.
- NSLHD N&M Research and Innovation Conference is scheduled Thursday 23 May 2019 - abstracts are being called for oral papers or posters.

NORTHERN BEACHES HOSPITAL

Northern Beaches Hospital (NBH) has taken steps to rectify issues identified upon commencement, including medical supply issues, junior medical officer rosters, and senior medical staff engagement.

NBH has reported on increases to their staffing profile to adequately meet the expected patient demand. NBH continues to report on strategies that they are implementing to ensure all requirements of the Project Deed are met.

NSLHD has implemented a series of interface meetings with NBH to identify and resolve issues.

KOLLING INSTITUTE OF MEDICAL RESEARCH

The average time to process Research Ethics applications and Governance applications continues to improve 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 Communications Strategy to promote research has been developed for the Kolling institute and will be submitted to the Kolling Institute Interim Management Committee for approval.

KOLLING FOUNDATION

The Foundation are working with various department and group heads to establish 2019/2020 fundraising/funding priorities with a view to developing a 5 year strategy. Based on the immediate opportunities for income growth and development of the current revenue streams, the Foundation is looking to recruit a Major Donor Manager. The position will incorporate major gifts from high net worth individuals, bequests, trusts and foundations and corporate partnerships. The Foundation is also looking to recruit a Marketing/Communications Officer to promote new brand, messaging and fundraising success stories.

CAPITAL WORKS

Royal North Shore Hospital campus

Installation of the Linear Accelerator in Radiation Oncology Level 1 ASB RNSH is complete. Works associated with the VR for the installation of the new Cardiac Catheter Lab equipment has been completed. Cath Lab 1 will be re-commissioned in early Feb 2019.

Construction of the SHOR project (southern campus) has commenced with the slab on ground poured and the elevator shafts rising out of the ground. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.

Works on the construction of the North Shore Health Hub by Dexus have commenced.

Hornsby Ku-ring-gai Hospital Redevelopment:

Construction works for Stage 2 and Medical Imaging (MI) continue. The MI building has progressed to 3 levels and the Stage 2 main building slabs have been poured up to Level 4 of 6.

The Stage 2A Master Plan Report and Investment Decision Submission were provided to the Ministry of Health (MoH) in December 2018.

The multi storey car park (MSCP) was opened on 17 December 2018. Parking is currently free for staff and visitors until April 2019 when fees will be phased in. The Car Park operator commenced site operations on 29 January 2019. The top level of the MSCP remains closed off until minor remediation works are completed, due March 2019.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

A process has been developed to bring together SNPHN, facility GMs, PaCH and Mental Health to define joint priorities through a new joint System Integration Committee, which will report into the PHN and LHD Joint Executive Committee. This will build upon the participation of SNPHN and some GPs in the NSLHD Think Tanks for the Clinical Services Plan.

There is a Federal and State requirement for PHNs and LHDs to collaborate on the development of a Joint Regional Mental Health Plan, to be delivered in mid-2020. Work has been taking place to plan the scope, process and governance of this Plan. A proposed approach will be provided for consideration and endorsement to the PHN-LHD Joint Executive in March.

SYDNEY HEALTH PARTNERS

NSLHD Board Chair and Executive Director Kolling Institute participated in the SHP workshop to develop the SHP strategy 2019-2022 which was released this month.

Professor Sue has been appointed to the scientific advisory committee and an inaugural meeting will be held in February 2019.

Two research groups at Kolling Institute and NSLHD will lead the 2019 translational research grant projects.



Deb Willcox
Chief Executive

Date: 13.2.19