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

DISTRICT PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Patient Safety

The second NSLHD Safety & Quality Workshop was held 14 June, 2018. The workshop was facilitated by Professor Mary Chiarella, NSLHD Board Member and Professor of Nursing, Sydney Nursing School, University of Sydney, and attended by a broad range of clinical, executive, and support staff from across the District.

Following the Workshop 1, feedback was collated to facilitate a review of themes and to determine opportunities to improve quality and safety across NSLHD. Some of the key themes identified include: patient-centred care; effective communication; actively seeking and responding to consumer feedback; competent and committed staff; team work; safety culture; evidence based care; and clinical research.

It is expected that the outcome of Workshop 2 will include learnings from excellence to inform future directions and next steps for improving the delivery of safe, high quality health care in NSLHD. A full report will be provided to the Health Care Quality Committee, Consumer, Community, Carer and Communications Committee and participants, who will take back ideas and actions for each facility and services.

2018 Insurance for NSW Awards

The 2018 Insurance for NSW Awards celebrate excellence in risk management achieved through NSW Government agency initiatives and activities. The Awards provide an opportunity to showcase and reward excellence, and also allow other agencies and departments to learn from each other.

NSLHD has been identified as finalists in the following categories:

- Risk Reporting and Intelligence:
 - District Injury Management Report - Northern Sydney Local Health District with QBE Insurance
 - SPC Traffic Lights: Stop on Green and Go on Red - Northern Sydney Local Health District
- Steve Hun Award (Excellence in Prevention):
 - Electric wheelchairs as patient transport at Hornsby Hospital, Northern Sydney Local Health District.

Winners of the awards will be announced on 12 September 2018 at the Sydney International Convention Centre as part of the icare Insurance for NSW Conference and Awards and NSLHD staff who have been recognised as finalists along with their executive sponsors will be in attendance.

2018 Premier's Awards

In 2018 the Premier's Awards has twelve categories to showcase achievements and progress towards the NSW Premier's priorities. Nominations can include teams – recognising outstanding achievement by teams in the public, private or not for profit sectors in the delivery of projects and services that strengthen and support business, communities and individuals in NSW, and individuals – recognising individual public sector employees who have provided exceptional levels of customer service and innovation in delivering results for NSW.

NSLHD submitted 10 applications for the Awards including innovative clinical models of care and chronic care and Aboriginal Oral Health program initiatives. Judging commenced in May 2018 and the Awards Ceremony will be held in November 2018.

PERFORMANCE

Summary

May 2018 Emergency Treatment Performance (ETP) across NSLHD has remained the same as the year prior. However, performance has dipped at Royal North Shore Hospital (RNSH) for the third consecutive month. NSLHD has developed improvement plan with strategies including:

- Implementation of an updated Short Term Escalation Plan (STEP) for management of periods of high demand
- Review of the ED navigator role
- Increasing the number of early discharges and improving use of the transit lounge
- Establishment of a clinical Bed Manager on Sunday
- Improving timely admission to the Emergency Department Short Stay Unit (EMU)
- Workforce and recruitment strategies
- Medical Imaging Department Centre for Healthcare Redesign Project.

In terms of surgery performance, there has been a significant improvement in the number of patients overdue for elective surgery, reducing by 50 patients between January and May 2018 from 82 to 32 patients. Improvement activities will continue to focus in this area to further reduce this before year end.

Activity and average length of stay are stable across NSLHD meeting targets within expected variances.

Emergency Treatment Performance (ETP)

ETP for May 2018 was 74%. This result is the same as was achieved in May 2017. Year to date (YTD) performance is 74%, a decrease of 1% compared to the same period the previous year.

In May 2018, ETP at RNSH was 61%, compared to 63% for May 2017. Manly (86%), Mona Vale (88%) and Ryde (82%) Hospitals met the ETP target of 81%. Hornsby Ku-ring-gai Hospital has maintained their improvement in performance with a result of 76% for May 2018.

Transfer of Care

Transfer of Care (ToC) for May 2018 is 93% against the target of 90%. This result is the same as was achieved in May 2017. The target was met by all sites except RNSH where 85% ToC was achieved. Ryde, Manly and Mona Vale Hospitals continue their outstanding performance with results above 98%.

ED Triage

In April 2018 the target time for ED triage was met for all categories by all sites.

Elective Surgery

The number of overdue surgery procedures reduced further from 44 patients in April 2018 to 32 patients in May 2018. The target for Category 1 was achieved across all sites in January 2018, with YTD performance at 100%. NSLHD did not achieve Category 2 and 3 targets with performance at 92% and 94% respectively against a target of 97%. This is an improvement compared to the previous month across both categories.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for May 2018 were 1.2% below target, but increased 0.8% compared to the same period last year.

YTD Acute ABF separations for NSLHD have increased by 3.7% compared to the same period in 2016/17 and are 0.4% above target. YTD the biggest increases in separations are at RNSH (5.3%), Mona Vale (4.1%) and Hornsby (3.3%) compared to the same period in 2016/17.

NWAU

Acute inpatient NWAU are 0.1% above target for the month of April 2018, and increased by 2.8% compared to April 2017.

2017/18 YTD NWAUs have increased by 3.1% compared to the same period last year and are 0.6% above target. The biggest increases in activity are at Hornsby (5.6%), Mona Vale (4.4%), and RNSH (3%).

Emergency Department (ED) Presentations

During May 2018 ED presentations across NSLHD increased by 0.8% compared to May 2017. Within this, presentations have grown by 3.4% at RNSH from May 2017 to May 2018. However, across NSLHD ED presentations are 2.5% below the activity target for the month and all hospitals are below their activity target.

YTD, NSLHD has experienced a 4.6% growth in ED presentations which is 1.6% above the activity target. All sites except Mona Vale have experienced an increase in presentations of between 4% and 7% YTD compared to the same period last year.

Average Length of Stay

In May 2018, Average Length of Stay (ALOS) at Manly and Mona Vale are stable with ALOS of 3.56 days and 3.15 days respectively. ALOS has been consistently below target for 24 months. ALOS at Hornsby is decreasing with a result of 3.52 days for May 2018 against a target of 3.80 days.

The twelve month rolling ALOS at Ryde is 4.08 days, a significant decrease from 4.70 days the year prior. The rolling 12 month ALOS at RNSH is stable at 5.11 days compared to 5.18 days the year prior.

INNOVATION PROGRAM

Applications are open for Round Two of the Innovation Program, and close on 30 June. The next event will be held on Wednesday 22 August 2018.

In addition to the winning applicant, Dr Sally Wootton and her online platform for pulmonary rehabilitation (mPR), in recognition of the value of the other submissions, all applicants from the first event round have all received support to progress their idea:

- Physical Health vs Mental Health (Ruffita Oey, Registered Nurse, Ryde Community Mental Health) - Ryde Hospital has arranged for the mental health consumers to use the Ryde patient gym periodically during the week.
- Balance Boot Camp (Davide De Sousa, Snr Physio, Graythwaite Rehabilitation Centre, Ryde Hospital) – Mr De Souda has applied to work with students through the Macquarie University PACE program to the development of the Balance Boot Camp program and evaluate its effectiveness.
- Positive Partnerships in Practice (Dr Philip Hoyle, Director Medical Services, Royal North Shore Hospital) – The Director of Nursing & Midwifery, NSLHD, will support an application for Nurse Strategy funding to support this trial of a new model of care.
- Prescribing Art for Wellbeing (Bronwyn Fisher, Occupational Therapist, Community Aged Care, Royal North Shore Hospital) – NSLHD has agreed to fund this initiative as it showed significant benefits to consumers in the NSLHD community who are extremely vulnerable and isolated.

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's May Net Cost of Service (NCOS) was \$6.8M (5.9%) Unfavourable (UF), resulting in a \$10.4M (0.8%) UF position YTD.

The YTD budget unfavourability and on-going financial sustainability improvement within the District is continually being addressed by the roadmap program and the Financial Turnaround Plan. The appreciation and understanding of the challenges in FY18 will form an integral component in the preparation of future budget and action plans.

Total Expenses

Total Expenses were \$4.8M UF for the month. This is mainly due to the PPP Budget adjustment of \$3.4M, Overtime of \$0.7M and a theatre stock take write off of \$0.7M.

Revenue

Revenue for the month was \$1.6M UF and YTD \$5.0M UF. The YTD unfavourability is mainly driven by unfavourable Patient Fees of \$2.8M and Facility Fees \$1.2M. The lower Patient Fees is attributed to the declining health fund claims stemming from stricter health fund criteria. Further analysis is underway to identify possible issues surrounding Facility Fees at the Facility level.

Other item/s

Other Items for the month is \$0.4M UF and \$2.6M UF YTD. The LHD continues its implemented courtesy SMS reminder and text follow-up system for those accounts which are outstanding. The Patient Fee Debtor is 4.2% for the month which is favourable against the target of 5%.

ACTIVITY BASED FUNDING TARGET NEGOTIATION PROCESS

The final activity model from the Ministry of Health was provided to NSLHD on 19 June 2018. Activity volumes and bids were consistent with previous negotiations and the 2018/19 Service Agreement between NSW Health and Northern Sydney Local Health District has been received and will be published on the NSLHD internet site by 31 July 2018.

OPERATIONS

System Integration and Strategy and Service Integration

The System Integration and Strategy and Service Integration teams have been realigned to report into the Operations Directorate with direct reporting to the Executive Director Operations, NSLHD. This change will support improved coordination and enhance linkages across the LHD and between hospitals and services.

Operational Planning

Operational Planning for the 2018/19 financial year is in the final stages and will ensure that priorities identified for the coming year are aligned with the strategic priorities of the LHD. The aim is to further support transparency and improve collaboration across the facilities, directorates, and clinical networks within and across the LHD.

COMMUNICATIONS

Key Corporate Communication activities:

- Hornsby Ku-ring-gai Hospital Redevelopment Stage 2 monthly newsletter produced
- Official Sod turn for Stage 2 works has now been set by Member for Hornsby Matt Kean Wednesday 25 July 2018. Corporate Communications assisting with event.
- A regular research profile has been established in the NSLHD Newsletter. Prof Mark Molloy was featured in May and Professor Sarah Hilmer and her work in polypharmacy was featured in June 2018.
- Plans are in place to launch Virtual Reality software and 3D images of the redevelopment for staff and the community. The project has purchased the collateral and will be ready in July/August 2018 to launch.
- Communications material associated Round 3 of the Northern Beaches Hospital staff migration EOI process distributed, including staff emails, newsletter articles and website updates.
- Maternity care brochure distributed by both NSLHD and Healthscope for new mums who may give birth at Northern Beaches Hospital.
- Mona Vale and Manly Facebook pages have launched.
- Promotional material designed for celebratory events at Manly and Mona Vale Hospitals.
- Progress on the Manly and Mona Vale Hospital legacy video development.
- Work is continuing on the NSLHD website.
- Ryde, Hornsby and Royal North Shore Hospital's Facebook pages now have more than 10,000 followers. Popular Facebook posts reach over 5,000 people. Mona Vale and Manly Hospitals Facebook pages are continuing to grow.
- Ongoing Winter Flu Campaign Communications.
- People Matter staff survey communication circulated.
- Exceptional people awards communication material developed.
- Royal North Shore Hospital 130 years celebration event planning in progress, pictures are currently being taken for coffee table book to mark this occasion.

ABORIGINAL HEALTH SERVICES

The NSLHD Director Aboriginal Health, A/Professor Peter Shine attended the 2018 Indigenous Men's Health Conference at the Pullman Cairns International Hotel as MC and a Keynote speaker. This conference was a chance to work together and strengthen the advancement of Indigenous Male Health and Wellbeing through effective strategic sharing of information and knowledge.

Executive Assistant to Director Aboriginal Health, Tavia Bernsdorff was selected in the Next Generation of Leaders and Managers within NSW Health Program, Cohort Two. The program "Diploma of Leadership and Management" is a program run by The Health Education and Training Institute (HETI).

The Aboriginal Oral Health Program, a Healthy Smiles Initiative, has been submitted for consideration in the NSW Premier's Awards for 2018. The Aboriginal Health Service recognised the needs of Aboriginal and Torres Strait Islander people in NSLHD and developed a collaborative referral pathway. After a successful pilot program, the referral pathway with eligibility extension became permanent in NSLHD and was recognised for its inclusiveness.

PRIMARY AND COMMUNITY HEALTH

Chronic Disease Community Rehabilitation Service (CDCRS)

All ethics approval has been obtained to commence a pilot project in collaboration with General Practitioners and the Sydney North Primary Health Networks (SNPHN) to support shared care planning, information sharing and data collection. It is proposed that four existing CDCRS physiotherapists work in partnership for 12 months with four GPs within the SNPHN to improve the quality of care and health outcomes through effective identification and management of patients with Chronic Obstructive Pulmonary Disease (COPD). To date three GPs have been identified (Pennant Hills, Hornsby and Collaroy) and the physiotherapist will be working at the GP surgery one day per week for the next 12 months. The project will commence in July 2018.

Mobile Pulmonary Rehab (mPR) Project – Ms Sally Wootton won the NSLHD first round of innovation grant funding (\$50,000) in May 2018 to continue work on the APP's based project in collaboration with CSIRO and the Universities of Sydney and Queensland to develop an online pulmonary rehabilitation platform. The project will use an existing platform (CardiHab platform, developed in the UK) to progress the project. Development of such an APP will allow patients to complete their exercise regime at home with the support of and interaction with clinicians. The project will allow additional patients to undertake pulmonary rehabilitation which to date has been stymied by lack of places due to bricks and mortar constraints or lack of access to the service due to geographical issues. An additional \$25,000 will be required to ensure that a randomised control trial can be undertaken for the project.

The effect of an aquatic exercise training program on exercise capacity and health related quality of life in people with chronic heart failure and/or chronic respiratory disease: A pilot study is continuing recruitment with results indicating that patient's exercise tolerance has increased with 6 minute walk testing (6MWT) increasing by up to 70 metres. The program will continue until the end of 2018 when it will be evaluated and a journal article written documenting the outcomes.

COUNTER DISASTER UNIT

The focus of preparedness activities at this time of year looks at maintaining the LHD's capability of responding to a chemical, biological or radiological event. It's also about reinforcing our emergency response codes – particularly Code Purple (Bomb Threat: Suspect Object) where education focuses on the initial response, escalation and working in conjunction with NSW Police.

The Service Level Agreement (SLA) with Central Coast Local Health District (CCLHD) will cease on 1 July 2018 as planned.

PLANNING

The refresh of the current NSLHD Clinical Services Plan to develop a four year outlook for clinical services in NSLHD hospitals is continuing.

Progress to date includes:

- Intranet site now live
- Background papers progressively being uploaded to intranet site
- Consultation meetings continuing and Clinical Networks are progressively identifying issues for consideration in the next CSP via local stakeholder meetings
- Planning for think tank process underway although they may need to occur in August rather than July 2018 to ensure sufficient notice to maximise attendance.

WORKFORCE

People Matter Staff Engagement Survey

The 2018 People Matter Employee Survey was open to all employees across the NSW Government sector from Friday 1 June 2018 to Monday 2 July 2018. The survey provides an important opportunity for almost 400,000 employees to have a say about their workplace and to help make their workplace and the public sector a better place to work and aims to measure employee perceptions about work practices, experiences and culture.

NSLHD along with other public sector organisations will receive reports that summarise responses from their employees. The results will then be used to identify areas of good practice and to make improvements where needed using the evidence from the survey.

NSLHD achieved a completion rate of 37.2% for 2018, this was a significant increase on the 2017 result of 23%.

NSLHD Exceptional People Awards

The second Exceptional People Awards launches in July 2018 and this year the awards event will be held in September 2018. New additions to the initiative this year include a Chief Executive's award and the inclusion of volunteers in the categories of workers that can be nominated for an award.

MEDICAL WORKFORCE

Junior Medical Officers (JMO) Wellbeing

The JMO Welfare and Wellbeing remains a top priority. A number of work groups are reviewing the latest JMO survey results and the NSLHD JMO workgroup will convene early in August 2018. The main aim will be to identify a number of short and long term priorities.

INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)

Electronic Medication Management (eMeds) Rollout

RNSH successfully went live with the electronic Medications (eMeds) system on 5 June 2018 beginning with Theatres, Surgical and Maternity wards with the ED and remainder of the hospital going live on 13 June 2018. Clinicians have embraced the new system and work flows with positive feedback received. Clinical Practice Leads (CPLs), Key Users and Project Team support staff have been on-hand 24/7 to assist with the change management process to ensure success.

The Hornsby Ku-ring-gai Hospital implementation of eMeds is confirmed for 14 August 2018 and preparations are well underway as part of the site readiness process. The training schedule for the three weeks leading up to go-live has been released and staff members are now able to book into training classes. New computer equipment including laptops on wheels has been ordered and commissioning of the equipment has commenced.

Oncology Management Information System (OMIS)

The OMIS Project team has been fully recruited and are working with the vendor, clinicians and the OMIS Implementation Committee to finalise the key program deliverables required including the Communications Plan, Training Plan, Implementation Plan and administration protocols to be implemented. Workshops to finalise workflows, transitions of care and documentation practices continue with the OMIS and eMeds project teams collaborating to ensure safe and consistent work practices. The Phase 1 go-live that includes electronic prescribing for key protocols is on track for 13 August 2018.

PACS/RIS (Medical Imaging Solution)

The planned first phase of the RIS-PACS Program is a Proof of Concept (POC) that commenced in April 2018 and expected to run until September 2018, which will ensure that the selected solution will seamlessly operate and integrate with the NSW Health environment. NSLHD is one of three LHD's that has commenced the POC process that aims to "road test" key functional and technical items of the solution on behalf of the state – this activity will be limited to selected workflows within Medical Imaging and completed in a test environment. On the basis of a successful POC, a full implementation across the state will over the next two years with the first LHD's commencing in FY 2019/20.

Electronic Record for Intensive Care (eRIC)

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

NSLHD Website Review

NSLHD has commenced a review of its internet presence and is being supported by a government website specialist provider. Project kick-off occurred on 23 April 2018 and is now at its midpoint with the finalising of the consultation/discovery phase with input sought from a wide range of LHD staff, NSLHD Board Members, and consumers.

MENTAL HEALTH DRUG & ALCOHOL SERVICES (MHDA)

headspace

Extensive work was undertaken during the reporting month to finalise the headspace contracts (Brookvale and Chatswood). With respect to Brookvale headspace MHDA, with the assistance of Corporate Services, successfully negotiated continuation of occupancy of the premises for the incoming lead agency. Recognising the transition to the new lead agency, a headspace farewell party was held on June 22, 2018 with a number of past and present consumers, staff and non-government organisation partners there to celebrate its successes.

Kedesh Rehabilitation Services

A number of productive meetings have been held over the reporting month with a new model of care for client servicing jointly being established. Investigation of a number of accommodation options has been completed and costings are being prepared for the preferred options.

NORTHERN BEACHES HOSPITAL

The Operational Readiness, Commissioning and Transition activities remain on schedule.

KOLLING INSTITUTE OF MEDICAL RESEARCH

The position of the Director, Kolling Institute closed on 22 May 2018. Recruitment is also underway to fill key positions within the Institute's Research Governance Office.

KOLLING FOUNDATION

The 'Tax Appeal' is currently under way as well as a number of community based events.

Recruitment to the position of Chief Executive Officer for the Foundation is continuing.

CAPITAL WORKS

Child Care Centre

The new Child Care Centre opened for business on 14 May. The centre continues to receive positive feedback from staff and users.

Southern Campus

Demolition work have commenced on the Ministry of Health (MoH) building site on the southern campus. Buildings 51 and 52 have been demolished and removed from site. Building 38 (the former Child Care Centre) has been stripped out and will be demolished shortly. Palm trees are to be removed and retained for use in the landscaping plan of the MoH building. NSLHD and RNSH are continuing to work closely with Multiplex and Savills (Project Managers).

RNSH Campus Updates

The installation of the Government Radio Network at RNSH is imminent. These works are being conducted by NSW Telco Authority and will ensure that Fire & Rescue and Police personnel will be able to communicate with each other throughout the hospital in the event of multiple responders being required to be on site.

The Metro Light Rail project will see the St Leonards Railway precinct become a Bus Hub during those works. Upgrades to the Herbert St footpath area to accommodate increased bus usage will commence in the third quarter of 2018.

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

Stage 2

The early works for Stage 2 redevelopment continue with:

- Building 57 has been handed over with the "go-live" on 5 June 2018. The new temporary building on Burdett Street houses Outpatient Services; Physiotherapy Department and Fracture Clinic; Cardiac Rehab; TB/Chest Clinic; Staff Health; EEG; Library and The University of Sydney Northern Clinical School
- The temporary car park at Gate 7 on Derby Road will close early July with a loss of 80 car spaces. An alternate car parking arrangement has been negotiated with Westfield Hornsby for 160 car spaces to be available 24/7, 7 days a week with regular shuttle buses from the car park to the hospital until January 2019 when the hospital's multi-storey car park is operational. Both the parking and shuttle buses are at no cost to staff.
- The Westfield car park arrangement commenced 25 June 2018

Multi-storey Car Park:

The construction of the multi-storey car park is ongoing with the first, second floor and third concrete slabs having been laid. The successful operator of the multi-storey car park has commenced meetings with staff to develop the Operational Plan and confirm the final car park design.

Stage 1 Post Occupancy Evaluation (POE) works:

The Stage 1 STAR POE construction works are nearly complete with the male change room expansion works to be completed in late June.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

NSLHD and SNPHN have been collaborating in the design of more integrated models of care for Palliative Care, Heart Failure, and Frailty. The collaboration includes PHN representation on each project Steering Committee, data sharing to understand need, and PHN input into design of the model of care. An Expression of Interest has also been put out through the PHN for interested GPs to participate in service-design workshops for Heart Failure and Palliative Care that will also be attended by some of our Clinical Leaders.

NSLHD and SNPHN have been successful in our joint submission to NSW Health to be one of three LHDs to take part of the next tranche of the GP-LHD Data Linkage project. This project has been piloted in Western Sydney LHD and has shown value in bringing GPs and Specialists together to identify integration opportunities and issues, as well as targeting improvement efforts in Primary Care.

SYDNEY HEALTH PARTNERS

NSLHD continues to foster a positive relationship with Sydney Health Partners (SHP) with a Project Team from SHP to temporarily be based on Level 5 of the Douglas Building. In addition, NSLHD will host the August 2018 SHP Governing Council Meeting.

RISK MANAGEMENT

During June 2018 the Board Risk Attitude Workgroup work continued to refine the draft 'Attitude Statements' and a progress paper will be provided to the July meeting of the Board. The Risk Oversight Committee is finalising its Terms of Reference and to date, Royal North Shore Hospital Manly and Mona Vale Hospitals, and Ryde Hospital have presented to the Committee on their 'Top' risks.

EXECUTIVE APPOINTMENTS

Heather Gough has been appointed as the General Manager, Ryde Hospital.
Paula Willisroft has been appointed as the Director Workforce, NSLHD.
Lavena Ramdutt has been appointed as the Director Strategic Operations, NSLHD.

Recruitment to the position of Director Performance, Analytics and Business Intelligence, NSLHD, is in the final stages.



Deb Willcox
Chief Executive, NSLHD

Date: 9.7.18