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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

The Health Care Quality Committee and Consumer Committee held a combined meeting on 12 February 2019. The joint meeting acknowledged and reviewed the synergies and differences between the two committees, to determine where the two committees could work together and where referral to the other committee would be appropriate. Future combined meetings are planned for the year.

The Carers Strategy and Action Plan was presented at the NSLHD Executive meeting 25 February 2019. The presentation highlighted key priorities, facility and district initiatives, actions and reporting requirements.

For the month of January, the eight RCAs due to the Ministry of Health were submitted on or before due date.

Speaking Up For Safety

The Speaking Up For Safety initiative has commenced in earnest. Twenty three (23) trainers have been accredited through our Cognitive Institute partner. One hour "mandatory" Staff training sessions will commence at RNSH in March with other clinical services and facilities to follow.

Members of the Board are invited to participate. Further information is available on the NSLHD intranet Page link: <http://intranet.nslhd.health.nsw.gov.au/Safety/Pages/default.aspx>

PERFORMANCE

Summary

NSLHD achieved zero patients overdue for elective surgery at the end of January 2019 for the fifth consecutive month.

Emergency Department (ED) presentations were up in January, particularly at Hornsby (increase of 8.1%) and Ryde (increase of 12.5%). ETP improved from 70% in December 2018 to 73% in January 2019. NSLHD continues to perform strongly against Transfer of Care (TOC), achieving 95% against the target of 90% for January 2019, despite an 8.7% increase in ambulance arrival numbers.

ED Presentations

ED presentations to NSLHD for January 2019 were 2.2% above target for the month, and increased by 5.2% (711 presentations) compared to January 2018. Within this, presentations increased by 8.1% at Hornsby Ku-ring-gai Hospital, by 12.5% at Ryde Hospital and by 1.3% at Royal North Shore Hospital.

For the year to date, NSLHD ED presentations have decreased slightly and are 1.5% below the activity target. This is the effect of the busy winter of 2017 not being repeated in the early months of the year.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 73% in January 2019, an increase of 3% compared to the month prior, but a decrease of 6% 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 95% against the target of 90% for January 2019.

Hornsby (97%), Ryde (98%) and RNSH (92%) all met the target of 90%. This is despite an increase in ambulance arrival numbers of 22.8% at Ryde, 4.2% at Hornsby and 5.9% at RNSH.

Emergency Department (ED) Triage

NSLHD met the ED triage targets for all categories.

Within this, all sites achieved the targets for category 1 (within 2 minutes), category 3 (within 30 minutes) category 4 (within 1 hour) and category 5 (within 2 hours) patients. However, Ryde achieved 79% against the target of 80% for category 2 patients. This can be challenging for a small ED when a group of high triage patients arrive in close proximity, and improving management of triage and the waiting room continues to be a priority at Ryde.

Elective Surgery Access Performance (ESAP)

At the end of January 2019 there were no patients overdue for elective surgery.

NSLHD was slightly below target for ESAP category 1 with 99% of patients receiving their surgery on time. There was one overdue patient at RNSH who received their surgery within 31 days, against the target of 30 days.

Category 2 performance was 86% against a target of 97%. This is due to scheduling challenges over the Christmas period. All patients received their surgery by the end of January and performance is expected to recover in February 2019.

The target for Category 3 (surgery within 365 days) was achieved across all sites in January 2019, with performance at 100%.

Average Length of Stay

The rolling 12 month ALOS at Hornsby is 3.78 days, against the target of 3.86 days.

The rolling 12 month ALOS at RNSH and Ryde hospitals are stable at 5.11 days and 4.04 days respectively.

Northern Beaches Hospital

In January 2019, the NBH had 5,017 ED presentations. This is increasing month on month with 4,402 presentations in November and 4,839 in December 2018.

The Urgent Care Centre at Mona Vale had 1,584 presentations in January 2019.

Healthscope are working to resolve the inconsistency between the NBH eMR and WebPas timestamps. This is believed to be the primary factor in reported Triage Category performance. Performance is being measured manually.

Transfer of care results: 97% in January 2019 compared to 91.6% in December 2018 and 86.7% in November 2018.

NBH achieved 100% in all three ESAP categories.

FINANCIAL PERFORMANCE

Total Expenses

Total Expenses were \$2.66M (2%) unfavourable for the month and \$18.98M (1.7%) unfavourable YTD. The unfavourability for the month was driven by FTE growth and overtime in RNS on high clinical activity. Separations variance for RNSH in February were 235 (4.0%) higher than target.

Revenue

Total NSLHD Own Sources Revenue was \$0.01M (0.04%) favourable for the month and \$2.94M (2%) favourable for YTD. For single room, RNSH has dropped in bed day revenue for private patients in the ICU related wards compared to last year. Also, in the month of Feb19, patient fee excess related adjustments increased to \$411K compared to an average of \$220K the prior three months. This has directly impacted the revenue lines.

Prosthesis revenue is favourable driven by some complex prosthesis related patients operated on in Feb with high value prosthesis items. Overall YTD NSLHD is showing a healthy increase in patient fee revenue, driven by growth in private/overseas and Work Cover type patient billings.

Other item

The Patient Fee Debtor is 5.35% for the month which is unfavourable against the target of 5%. This was caused by increase in Medicare Ineligible patients without adequate Health Insurance coverage. Rising number of health fund require Acute Care Certificate resulting in delay payment after reassessment

OPERATIONS

Innovation

The Top 5 applicants for round one of the 2019 Innovation Program will 'pitch' their ideas on 14 March 2019 for their chance at funding. Details as follows:

Title	What is it?	Project Lead	Service
Boredom Busters	Weekend therapeutic support for patients at Graythwaite Rehabilitation Centre.	Jo Wigan	Ryde
Bereavement Bags	Enhancing the current Bereavement Bag program.	Rachel Holbrook	NSLHD wide
SHELTA: Shoulder/Elbow Treatment and Assessment	A new model of care for the assessment and treatment of shoulder and elbow conditions.	Genevieve Langron	RNSH
Breast Solutions	An online guide for women after breast surgery to find the best	Teresa Lee	RNSH

Title	What is it?	Project Lead	Service
	bra fit.		
Fresh Waters	A clinical and consumer resource to support the management of 'voice hearing'.	Valencia Taljaard	MHDA

ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for January 2019 were 6.7% above target, and increased 6.27% compared to the same period last year. Within this, separations have increased by 14.5% at Ryde, 5.2% at Hornsby, and 4.8% at RNSH.

Year to date, Acute ABF separations for NSLHD are 2.26% above target, and increased by 5.1% compared to the same period last year.

NWAU

Acute inpatient NWAU are 1.07% above target for the month of December 2018, and increased by 3.12% compared to the same period last year. Within this, NWAU have increased by 10.1% at Ryde, 3.4% at Hornsby, and 2.1% at RNSH.

Year to date, acute inpatient NWAU are 1.39% above target and have increased by 2.87% compared to the same period last year.

COMMUNICATIONS

Media

- Positive media included ten print media articles and one TV item in February. Approximately 64 000 people were reached through 43 NSLHD Hospital Facebook posts.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Progress has been made on a video project called 'TICK' which aims to empower patients/consumers to take control of their health and manage their own health conditions.
- Six media releases were issued covering Tibetan mentoring program, childhood vaccination app, bereavement bags, school zone road safety and Brookvale CHC one year anniversary.

Projects

- Internal communication has continued with the Counter Disaster Unit on promoting the standardisation of the emergency number 2222 across NSW facilities, including NSLHD.
- Work has commenced for the launch of the inaugural NSLHD Quality and Improvement Awards that will recognise staff for their contribution to projects that have had a positive impact on service improvement.
- A communication strategy and promotional material has been developed to assist with the launch of the NSLHD 'Speaking up for Safety' Program which occurred 25 February.
- A communications strategy has been developed to assist with improving internal communications and promote Kolling Institute research, the Strategic

Communications Manager to improve internal communications and generate positive media.

Events

- The Minister for Health and Minister for Medical Research visited RNSH to announce the funding boost to childhood allergy
- Hornsby Hospital's virtual reality initiative was launched showcasing the hospital's redevelopment so staff and community can view what the new Hornsby Hospital interiors will look like. The launch was well received with the Hornsby Advocate covering the event and Local Member and Minister for Innovation Matt Kean in attendance.
- The Simply RRED initiative was launched by Hornsby Hospital's Emergency Department to establish an internal rapid response system for clinically, deteriorating patients to prevent serious outcomes and ensure patient safety. The program was launched on Valentine's Day with designed posters, stickers and other promotional and marketing collateral.
- The 'End PJ Paralysis' initiative was launched at Ryde Hospital - a project aimed at getting patients up, dressed and moving where possible.
- Brookvale Community Health Centre celebrated their first birthday on Tuesday 19th February with an anniversary event.
- Local Member for Ryde, Victor Dominello visited Ryde Hospital to meet and greet with staff who had previously been featured in the Facebook Humans of the Hospital series.
- Federal Minister for Health Greg Hunt visited RNSH to announce an \$220 million, 10 year research fund - Mission for Cardiovascular Health. The funds are awarded under the Medical Research Future Fund (MRFF) to support Australian researchers. The Mission will be overseen by an expert advisory panel chaired by Professor Gemma Figtree.
- Member for Pittwater, Rob Stokes, was provided a site tour of Kedesh inpatient drug and alcohol service at the Mona Vale Hospital campus.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service have recruited an Indigenous Health Project Officer (IHPO). The IHPO will support the Care Coordinator for the Integrated Team Care Program (ITC) and work closely with GP's to promote Aboriginal and Torres Strait Islander health and the vital roles that GP's are able to play in the communities health.

The first Health Check Day for Macquarie University students was held at Bungee Bidgel. On the day, 14 students were offered eye checks from the Optometry clinic run by the Brien Holden Vision Institute, Dental checks, Blood pressure checks and GP appointments.

The NSLHD Aboriginal Health Service held their annual planning day. The team developed an operational plan for the next 12 months, planned out its priorities and projects for 2019 and focused on the criteria's of MOB and JOB to determine each individuals focus areas. The day was facilitated by a local First Nations Consultant, Eliza Pross.

The NSLHD Aboriginal Health Service became a partner of the Translational Research Grant Scheme (TRGS) project. The project will establish the efficacy and cost of an Integrated Care Pathway called the Emergency Department Pain Management Pathway (ED PainPATH).

PRIMARY & COMMUNITY HEALTH

BreastScreen Australia's National Quality Management Committee (NQMC), following review of the recent Accreditation Data Report (ADR), commended NSLHD BreastScreen on providing a strong program, with clear systems in place to identify issues and defined quality improvement plans that have demonstrated performance improvements in key areas.

PACH is representing NSLHD on the NSW Health Aged Care Royal Commission Advisory Committee.

A NSLHD staff forum 'End Gender-Based Violence in the world of work' was held in December 2018.

In 2018, the NSLHD JCPRP health team successfully provided support to nearly 300 families in the NSLHD. This is an increase from the year before, with a number of serious cases responded to such as shaken baby, serious non-accidental injuries, a case of serious neglect resulting in grievous bodily harm of a 20 month old, and a number of serious sexual assault cases of children and young people.

The inaugural NSLHD Allied Health Kick-Starter grants were awarded in partnership with the University of Sydney. The clinicians received \$5000 towards their research project.

- Louise Hansell (Physiotherapy): Diagnostic lung ultrasound in critical care: evaluation of the short term effectiveness of physiotherapy treatment
- Danielle Stone (Speech Pathology): Can changes in oropharyngeal morphometry explain self-reported dysphagia and dysphonia in patient with whiplash associated disorder?
- Katherine Martin (Clinical Neuropsychologist): What influences eating behaviours of consumers with chronic schizophrenia?

COUNTER DISASTER

The transition to the standardisation of the Emergency Number to '2222' is on track. The hard "go live" date occurred on 4 March 2019 with nil identified issues.

In response to the Heatwave Activation by the NSW State Emergency Management, Northern Sydney Local Health District (NSLHD) has been monitoring the level of impact on clinical services and effects on infrastructure.

LHD's are being tasked with the review of music festival event plans as part of the new NSW Liquor & Gambling music festival licence application process. LHD's are also being requested to deploy medical and nursing teams as well as equipment to the music festivals.

PLANNING

The review and update of current NSLHD Clinical Services Plan (CSP) is continuing to progress. The key themes and strategic directions are being presented to local clinical councils at Hornsby, Ryde, RNSH, Mental Health and Primary, Community Health and the District Consumer Advisory Council.

Once this phase of consultation is completed the clinical services plan will be updated incorporating feedback. It is anticipated that the refreshed CSP will be launched in April 2019.

WORKFORCE

Graduate Training Program 2019

The NSLHD Graduate Health Management Program (GHMP) recommenced in 2018 with two trainees, Jessica Zinghini and Emily Gregg who are now in their second year. Three trainees commenced on the program in 2019, Marissa Fuller, Matilda Meehen and Theodore Pangapoulos.

The GHMP program is conducted over two years and involves the trainees undertaking full-time work and full-time study - UTAS Masters in Health Service Management. The trainees are under the guidance of an Executive and are on rotation across the district.

Male Champions for Change (MCC)

The Male Champions of Change (MCC) was established in 2010 by then Australian Sex Discrimination Commissioner, Elizabeth Broderick. The MCC Institute is a not for profit organisation which works with influential leaders to redefine the role of men in taking action and being accountable on gender inequality. It activates peer groups of influential male leaders, supports them to step up beside women, and drives the adoption of actions across private sector and government.

Elizabeth Koff, Secretary NSW Health (as Special Advisor) and Trevor Danos Board Chair NSLHD are members of Health group. Group membership also includes; Australian Medical Council, Royal College of Surgeons, Johnson & Johnson, Calvary Health, St. Vincents, St. John of God, Sodra, RACGP.

NSLHD Board Chair Trevor Danos and Paula Williscroft Director Workforce & Culture, commence engagement in this process by conducting a number of Listen and Learn workshops with women employees, from all levels of the organisation, over forthcoming weeks to gain different perspectives on gender equality and how we can best progress diversity priorities.

Wellness at Work Working Parties

Wellness at Work Working parties are located at each facility in NSLHD. The working parties' role is to develop and implement health and wellbeing strategies within each facility and service aligning with NSLHD and NSW Health identified Health & Wellbeing priorities.

<http://intranet.nslhd.health.nsw.gov.au/corpsupport/workforce/hsi/HW/Pages/default.aspx>

MEDICAL SERVICES

The JMO Wellbeing & Support Committee February meeting was deferred pending finalisation of the JMO representatives on the committee for 2019 and the imminent release of results of the Ministry's 'Your Training and Wellbeing Matters' Survey. The first committee meeting for 2019 will now be held on 13 March at Hornsby Ku-ring-gai Hospital. The Medical Executive Director has met with the Chair, Dr Linda Xu, Advanced Trainee in Geriatrics based at Hornsby, to provide support and assistance in preparing for the first meeting.

NSLHD again scored good results in the 'Your Training and Wellbeing Matters' Survey, with a 22% response rate and better results than the state average for the Wellbeing, Training and Supervision Indices. Each facility and service had highlights and other areas that will require attention, and the Medical Executive Director is meeting with relevant Directors to discuss their views on the actions required.

Medical and Dental Appointments Advisory Committee (MDAAC): Professor Chris Dennis has kindly accepted the invitation to join the MDAAC as the University representative, following the updating of the Terms of Reference to align more closely with the By-laws.

Medical Staff Executive Council (MSEC): Arrangements are being made to invite Dr Michele Franks, Chair of the Medical Staff Council at Northern Beaches Hospital (NBH), to attend MSEC meetings in NSLHD in order to foster collaboration between the clinicians at NBH and in NSLHD facilities.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Patient Experience Platforms

There are a range of vendors providing ICT solutions in respect of Patient Experience and there have been a number of proposals and demonstrations for such solutions presented to LHD stakeholders in recent months. The ICT Business Relationships Team are working with a LHD stakeholder working group to investigate what is available and current vendors (including what other LHD's have implemented) that will lead to development of a district roadmap for investment in this capability.

In addition, the ACI in partnership with eHealth NSW have released details of the state-wide Patient Report Measures (PRM) program IT platform called Health Outcomes and Patient Experience (HOPE). The HOPE system will be used in a defined set of 8 patient cohorts as a Tranche 1 rollout and will better support patients and carers to provide timely information that will assist clinicians to better understand needs, preferences and impact of care and treatment. Development of HOPE is well underway, with implementation in LHD's scheduled to begin from July 2019. An executive level Steering Committee will commence in March 2019 for the district to oversee the HOPE implementation and development of other patient experience platforms moving forward.

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/delays 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 February 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 February 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

A key message from the Australian Digital Health Agency (the Agency) is that "Australians can choose to have a My Health Record, or permanently delete it at any time in their life." The hard delete functionality (within MHR system) is now live. There was a national "opt out" rate of approx. 10% of the population following the consultation period that closed on 31 January 2019.

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 3 – 4 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

In late 2018, ICT engaged a 3rd party Cyber Security service provider to undertake annual External Penetration Testing of the LHD ICT network aligned with the LHD's Information Security Management System (ISMS) requirements. The findings report was delivered in December 2018. ICT has reviewed the report and developed an action plan for the required remediation activities. A presentation on the Cyber Security Program for the district is being planned for an Audit and Risk Committee Meeting.

The NSW Cyber Security Policy (CSP) came into effect on 1st February 2019. The Policy applies to all NSW Public Service Agencies. The policy covers all network connected devices, including non-ICT assets such as major medical equipment and building management systems, and there will be additional compliance tasks for the District to meet policy requirements. ICT is partnering with other Health agencies across NSW to develop a joint approach, both in terms of assessing the financial impact of the policy and in determining priority actions to be undertaken.

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

Seclusion and Restraint Planning Workshop

A NSLHD half day planning workshop hosted by MHDA on February 20th 2019 with ~80 participants from a range of backgrounds including people with lived experience of seclusion attending/presenting, carers attending/presenting on the effects of seclusion on their loved ones, Clinical Excellence Commission attending/facilitating, MOH attending/presenting, General Health Service staff including security, emergency departments, the NSLHD Clinical Governance Unit and MH service staff.

Standardisation of the Emergency Number Project

An MHDA Project team with leads in every sector and work stream was established to ensure MHDA is positioned to achieve the LHD deadline of 'go live' by March 3. This involved integration within each of District's hospitals as well as extensive work at MQH as a stand-alone MH facility.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

Feedback sessions for the Nursing and Midwifery Excellence Framework (NMXF) for pilot wards at Hornsby Ku-ring-gai and Ryde Hospitals have been conducted and recommendations actioned.

The Nursing and Midwifery Directorate (NMD) is assisting facilities to promote World Delirium Awareness Day on 13 March 2019.

NMD's Practice Development Team is working with facilities and services to develop Workshops on enhancing culture, developing resilience and patient story collection. These workshops will be rolled out throughout 2019 leading up to this year's Person-Centred Care Showcase in November 2019 which will centre on consumers and shared decision-making.

Clinical Practice/Safety Culture & Quality

Safety Culture Surveys have been distributed and completed at 18 inpatient units at RNSH. The surveys have identified a number of opportunities for improvement. The NMD Team Members will provide support to facilitate this over the coming months. Preparations are underway to commence Safety Culture Surveys at Hornsby Ku-ring-gai Hospital (HKH).

Professional Development, Resources and Systems

The nine successful tenderers for the NSLHD Agency Tender Process will commence providing nursing and midwifery services effective Monday 4 March 2019. District-wide Business Rules have been developed to standardise the process of utilising agencies across all facilities. Onboarding sessions of agency staff has commenced, and will continue to be provided weekly as a centralised process within the Nursing and Midwifery Directorate, eliminating the need for agency staff to be onboarded at each facility.

The HealthRoster 90 Day Challenge at HKH is now complete. This has seen a marked improvement in rostering practices which will lead to reduced costs as a result of decreased retrospective roster changes. Ryde Hospital will commence the 90 Day Challenge with the new roster cycle (March 2019) and education sessions have commenced with Nurse Unit Managers / Midwifery Unit Managers (NUMs/MUMs) and roster managers in preparation.

23 new graduate nurses and midwives will commence at RNSH and HKH in February 2019 as part of the 2019 Transition to Professional Practice program, with a further 101 new graduates commencing in March 2019 across all facilities and services.

NSW Maternity - Fetal Heart Rate Monitoring Guideline implementation

The implementation includes changes that are consistent with The Royal Australian and New Zealand College of Obstetricians and Gynaecologists language used to interpret and communicate electronic fetal heart monitoring. The related tools used including 'stickers' and charts have been updated and will also be implemented on 11 March 2019 in NSLHD. Education has commenced across the NSLHD Maternity Services.

NSLHD N&M 2018 Annual Practice Development Report

Professor Margaret Fry is currently compiling the 2018 NSLHD N&M Annual Research and Practice Development Report which will be disseminated during March 2019.

Researcher Development Education program

Researcher Mentor Program commenced for 2019 with 10 nursing or midwifery participants from across NSLHD. Master classes and research development program commenced and is open to all NSLHD staff and UTS/USYD HDR students and nursing staff. NSLHD N&M Research Conference Program being finalised and abstract reminders for oral papers or posters.

NORTHERN BEACHES HOSPITAL

Northern Beaches Hospital (NBH) has continued to actively recruit to all vacant positions, including commencing an international recruitment drive for nursing staff. Once recruited, NBH will open an increasing number of 'private' beds, as a component of their compensable patient strategy.

NBH continues to report on strategies that they are implementing to ensure all requirements of the Project Deed are met. NSLHD will work with NBH to undertake a review of all clinical services being provided, including non-admitted patient services.

NSLHD senior managers have met with Healthscope senior managers through February, to understand possible impacts of the Brookfield takeover, and to re-affirm the ongoing commitment to providing high quality clinical services from NBH

KOLLING INSTITUTE OF MEDICAL RESEARCH

Kolling Institute continues to be compliant with the Research Ethics and Governance Information System (REGIS) and in keeping in line with recent KPI management, is within state benchmarks.

Mass Spectrometer room alterations work is nearing completion, with the second Mass Spectrometer due to arrive in March 2019; followed by an official opening ceremony as organised by USyd.

Dexus building works across the road and in close proximity to the animal house have caused greater than anticipated interruption to animal breeding cycles and additional anti-vibration mats are being purchased by the builder.

KOLLING FOUNDATION

The activity on the new branding for the Foundation is nearing completion. The brand Vision and Mission have been tweaked to make it more inspiring and appealing to donors.

The first donor newsletter for 2019, focusing on demonstrating the power of collective giving and the measurable impact this is having across the NSLHD is being finalised.

There is a program of new and exciting initiatives for the year, which will amplify the true impact of our donors' support.

The critical process of establishing key equipment, research and capital investment priorities for the Foundation are continuing. This will assist in building a case for support and strategy in line with the NSLHD's Asset Replacement List.

The Foundation is currently speaking with Macquarie Group Foundation regarding skilled volunteering and participating in the next Beanstalks event. This interactive corporate team building event involving up to 100 teams is an initiative created by ID Events and Be Challenge. Over the last few years, this event has supported NICU and ED Paediatrics at RNSH. This year, all funds raised will be going towards Mitochondrial Disease Research at the Kolling Institute. This event will take place on Thursday 19th September at Luna Park, coincidentally during Mitochondrial Disease Awareness Week.

CAPITAL WORKS

Royal North Shore Hospital campus

- The Linear Accelerator (Linac) in Radiation Oncology Level 1 ASB RNSH has been replaced with a new model with first patients treated on 14 January 2019.
- RNSH Cardiac Cath Lab replacement project has been completed and patients have had access to this Cath Lab since the week commencing 18 February 2019.
- Construction works on the southern campus (SHORE project) continue to schedule. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.
- Enabling works on the Dexus site, for the construction of the North Shore Health Hub have commenced, as has a weekly Interface meeting between Roberts Pizzarotti (Project Managers) and key stakeholders. The historical VMO parking arrangement on Westbourne St have ceased and VMOs have been given access to P2 car park to ensure speedy access to the clinical spaces when required.
- Ausgrid plan to replace High Voltage cables under Reserve Rd and Westbourne St as a component of larger works replacing cables between Willoughby and Mosman. These works will impact RNSH from mid-May.

Hornsby Ku-ring-gai Hospital Redevelopment:

Construction works are continuing for Stage 2 building and Medical Imaging (MI); these include removal of scaffolding for the MI building Levels 1 & 2, with the MI Level 3 structure in progress. The construction works on Stage 2 are up to the concrete pour for level 6 of the southern tower (due 1 March 2019).

Commissioning work for MI continues and a "site walk" of the new construction has been arranged for Tuesday 26/2/2019.

Adolescent and Young adult Hospice (AYAH) at Manly

In addition to the \$2 million recurrent funding commitment, the Government recently announced it will be providing additional funding for a digital health solution to connect young people in regional areas, to the AYAH at Manly, and a senior clinical role to support the service.

A project user group is currently being established to progress the design phase of the project.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

The NSLHD and SNPHN Frailty project has commenced. It is aimed at embedding assessment and management of Frailty across primary care, community health, and hospital settings. Hornsby Hospital has a trial of screening all patients over 75 and providing enhanced Allied Health support frail patients. GP education sessions and resources have been released at events that were well attended by GPs. Also in development is a pathway for the management and identification of frail patients in community health services (Safe and Steady pathway).

The first joint PHN-LHD System Integration committee was held, and brings Hospital General Managers (GMs) together with the PHN leads to provide strategic and operational leadership and collaboration with the objective of working better as a system and providing care out of the hospital setting where possible. From that meeting, the GMs are now more involved in the governance and planning of HealthPathways, and work is now underway to map and review the initiatives that relate to improving integration. We have also been collaborating in the scoping of options for an eReferral system, as the state-wide eReferral solution is no longer going ahead.

SYDNEY HEALTH PARTNERS

Sydney Health Partners called for new project applications in late 2018 to commence funding in January 2019. Of the 11 funded projects, 2 are being led by NSLHD researchers: Professors Lisa Harvey and Alexander Engel.

Professor Harvey's project aims to compare the effectiveness and cost effectiveness of face-to-face physiotherapy with a home-based exercise program delivered through an App. The randomised control trial will involve 210 people with musculoskeletal and osteoarthritic conditions. This study involves collaborations with NSLHD and WSLHD.

Professor Engel's project aims to demonstrate the utility of molecular profiling of adenomatous polyps to inform disease risk for colorectal cancer and to potentially guide clinical management decisions. This study is being conducted at NSLHD and SLHD.

SECURITY REVIEW

An interim report into security arrangements in NSW Public Hospitals, prepared by the Hon. Peter Anderson, was publicly released on 26 February 2019. The report, which includes 49 recommendations, is available on the NSW Health website at www.health.nsw.gov.au/Hospitals/securityreview

The report is issued as interim, as Mr Anderson will be looking further at security in rural and regional NSW, and also at equipment for security staff.



Deb Willcox
Chief Executive

Date: 15.3.19