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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Following District wide consultation the Clinical Governance Unit will launch their new look Webpage this month. The Webpage outlines the services that CGU provides and links to quality and safety tools, information and internal and external sites.

The NSLHD Carer Strategy will be launched on Friday May 24.

A Project Officer has been appointed (13 week secondment) to develop a framework for National Standards Accreditation.

Recruitment to the NSLHD Director Clinical Governance will commence in June 2019.

PERFORMANCE¹

Summary

In March 2019 NSLHD experienced increased activity at Ryde and Hornsby Hospitals, with both ED presentations and ABF separations increasing by between 5 and 8 per cent. Activity has been stable at RNSH with ED presentations increasing by 0.7% and ABF separations decreasing by 0.9%.

NSLHD continues to perform strongly for Transfer of Care, achieving 93% for March 2019, an increase of 3% from the month prior despite an increase in the number of ambulance arrivals (4.7% at RNSH). ETP for the month was 68%, an increase of 2% compared to the month prior.

NSLHD again achieved zero patients overdue for elective surgery at the end March 2019.

ED Presentations

ED presentations to NSLHD for March 2019 were 0.6% above target for the month, and increased by 3% (426 presentations) compared to March 2018, with the main increases seen at Ryde Hospital 6.3% and Hornsby Ku-ring-gai Hospital 5.6%.

For the year to date, NSLHD ED presentations are 1.2% below the activity target. The uplift in presentations from the exceptional winter of 2017 continues to mask the year on year growth in ED presentations in year to date figures.

The Urgent Care Centre at Mona Vale had 1614 presentations in March 2019, the highest number of presentations since the commencement of services.

Emergency Treatment Performance (ETP)

ETP was 84% at Ryde, meeting the target of 81%.

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

ETP was 74% at Hornsby, a decrease of 5% compared to March 2018. This coincided to a 5.6% increase in presentations, as well as an increase in acuity (triage 1 presentations) and Mental Health presentations. Hornsby are focussing on more efficient patient flow to the ED Short Stay Unit (EDSSU), the Medical Assessment Unit (MAU) and inpatient medical wards through more clearly defined admission processes from ED, as well as improving integrated care with Mental Health, Drug and Alcohol Services and Child & Youth Mental Health Service to ensure earlier development of care plans for this growing cohort of patients.

ETP at RNSH was 60% for March 2019, an improvement of 3% compared to the month prior, but a decrease of 2% compared to March 2018. Within this, significant improvements have been made in admitted paediatric ETP with an improvement of 10%. This was the result of a streamlined process for the transfer of patients both in and out of hours and the modification of the team leader role to be the Child and Adolescent Access Nurse (CAN) to assist in the earlier identification of appropriate patients for admission. For adult patients, acuity was high, impacting on flow in the remainder of the department.

Emergency Department (ED) Triage

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

However within this, RNSH did not meet the target for categories 2 and 3, achieving 78% and 74% against targets of 80% and 75% respectively.

Elective Surgery Access Performance (ESAP)

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

ESAP for category 1 patients was 99% against the target of 100%. This was due to a data error that has now been corrected, and performance will be 100%. Category 2 performance was 87% and category 3 performance was 95% against the target of 97%.

Average Length of Stay

The rolling 12 month ALOS;

Hornsby is 3.75 days, a small increase of 0.12 days from the year prior;

RNSH is stable at 5.08 days, compared to 5.10 days the year prior;

Ryde is stable at 4.01 days, a decrease of 0.09 days compared to the year prior.

Northern Beaches Hospital

In March 2019, the NBH had 5,381 ED presentations.

NBH continues to perform strongly against TOC with a result of 98.7% in March 2019, the fourth consecutive month of meeting the target of 90%.

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

FINANCIAL PERFORMANCE

The LHD's NCOS for April was \$8.52M (6%) unfavourable.

Total NSLHD Own Sources Revenue was \$0.026M (0.11%) favourable for the month and \$3.15M (1%) favourable for YTD. Overall the results for the month are consistent with previous reporting periods. There are no material variances for the month.

OPERATIONS

Innovation Program

2019 Round Two applications are currently open and the next Pitch event is on 11 June, 4 – 6pm at the Kolling Auditorium.

To support applicants to present their idea, teams attend a two hour training session prior to the event. The workshops have received very positive feedback from the applicants. The workshops in 2019 will be led by Mary Chiarella and the 'Best Presenter' from the previous round will be invited back to share their learning.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for March were 2.3% over target for NSLHD (excl Northern Beaches Hospital). RNSH, Hornsby and Ryde were 1.9%, 2.8% and 4.4% above target respectively.

March YTD Separations are 1.8% above target, with RNSH driving the majority of the increase (3.6% over target).

NWAU

Acute NWAU for March was 4.4% over target for NSLHD (excl Northern Beaches Hospital), driven by RNSH (+7.8%). Hornsby and Ryde were 3.6% and 6.2% below target respectively.

Hornsby and Ryde saw lower than expected activity in higher-acuity specialties (Obstetrics and Cardiology respectively) and higher activity in Emergency Medicine (which has relatively low acuity). This is the major factor explaining why the separations are above target but the NWAU below for these two hospitals.

March YTD NWAU is 2.2% above target, with RNSH and Ryde 3.7% and 0.5% over target respectively. Hornsby is 3.2% below target YTD.

COMMUNICATIONS

Media

- Positive media included a TV broadcast relating to improved screening for Bowel Cancer patients using the Mass Spectrometer at Royal North Shore Hospital.
- Approximately 130,341 people were reached with the NSLHD Facebook pages.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Hornsby Hospital staff redevelopment newsletter published
- Media release produced for appointment of Director Kolling Institute of Medical Research
- Media release sent to media for research involving 3D mini hearts

Projects

- Progress on the on the website redesign process with new UX designer a number of meeting being held to progress governance, design and progress quick wins.
- Communication (including posters, fact sheets, internet and intranet material) on car parking fees at Hornsby Hospital sent out May 13.
- Virtual reality pop up store held for staff and visitors at Hornsby Hospital to see the redevelopment come to life.
- Communication planning for the introduction of the Patient Queue Management System in Medical Imaging
- Communication support provided to:
 - Fracture Clinic and physios for redesign of their model of care

- Mental Health Meal Matter's project, redesigning food services for mental health patients
- Pre-production of video on research within the LHD for launch of research strategy
- Photography undertaken of researchers for communication material
- 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. First draft of video has been provided and a second case study has been sourced.
- Ongoing communication re: Mona Vale Hospital redevelopment works
- NSLHD Flu campaign was launched including an online Flu Portal for staff to register prior to attending a clinic, social media promotion as well as banners, t-shirts, sanitiser being distributed to flu clinics.
- A draft communication strategy has been developed for the launch of the NSLHD Workplace Giving Program set to be implemented in time for the new financial year

Events

- RNSH Volunteer Appreciation Day to be held on Monday May 20.
- NSLHD Carer Strategy launch to be held Friday May 24.
- International Nurses Day and International Day of the Midwife including filming at Royal North Shore and Ryde Hospitals
- The NSLHD Quality and Improvement Awards held on 1 May 2019. There were high levels of engagement from all staff with over 40 applicants and approximately 100 people in attendance at the award ceremony. The finalist from these awards will be put forward for relevant NSW Health Awards and Premier Awards.
- NSLHD 'Northern Lights' research showcase is in preliminary planning stages, first event is scheduled for 18 July and will showcase the NSLHD Musculoskeletal Team. This showcase series is being developed to build the NSLHD research profile and highlight our work to colleagues, industry and philanthropic groups.
- Member for Hornsby Matt Kean visited briefly to deliver cupcakes for nurses
- The WW1 and RNSH booklet was launched at the Anzac ceremony on 25 April. The booklet was well received by staff and consumers.
- Inaugural media training and education session for JMOs based at RNSH held.
- A media training full day workshop was held for all NSLHD General Managers to enhance their media skill set.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service held the first Men's Yarning Tea on 10 April 2019 at Royal North Shore Community Health Centre. The day was focused around identifying men's needs and what they would like out of the men's community gatherings. A community member stated that "he had been waiting a long time for this event" and on the morning of the Men's Yarning Tea he teared up due to the realisation it was finally happening, offering the opportunity for him to open up to the group and get things off his chest. The Men's Yarning Tea provided the opportunity for the men to get together and have a yarn.

The NSLHD Aboriginal Health Service continues to coordinate monthly optometry clinics with Brien Holden Vision Institute (BHVI) at Bungee Bidgel clinic. In April 2019, there were 8 optometry screenings with 7 participants requiring eyeglasses; 50% of whom have Diabetes (2 poorly controlled.) Additionally, 2 participants were referred onto Ophthalmologist, one urgently. NSW Rural Doctors Network confirmed the loan of a Canon CR-1 retinal camera with delivery in mid May 2019. Given the elevated risk of retinal issues associated with diabetes, the NSLHD Aboriginal Health Service CNC, is coordinating BHVI training on retinal camera use for not just NSLHD Aboriginal Health RNs but HKH Diabetes coordinators and HKH GP unit staff. A MBS billing pathway is being developed with HKH GP

unit/Bungee Bidgel to enable both Aboriginal and non-Aboriginal GP patients especially those with chronic diseases to access this screening.

PRIMARY & COMMUNITY HEALTH

PACH Accreditation

PACH was assessed against the National Safety and Quality Healthcare Standards (NSQHS) 8-12 April 2019, the first Directorate to be assessed against the new standards in NSLHD and the first Primary and Community Health Service nationally.

The ACHS Assessment team of 6 advised that there were no recommendations against all the Standards assessed; this is a significant achievement for PACH. The formal report is still to be received.

Child, Youth and Family

The NSLHD Youth Health Service is partnering with the Ryde Emergency Department (ED) to trial routine youth health and wellbeing HEEADSSS* assessments for young people 12 to 24 years attending Ryde ED. This project is part of the NSLHD Priorities for Action in response to the *NSW Youth Health Framework 2017-2024*.

A range of tools have been developed to support Ryde ED nurses and doctors to provide youth health and wellbeing assessments including *Confidentiality and Consent Quick Reference Guide*, local *HEEADSSS Resource Guide* and in-service education. A Youth Health CNS2 has been collocated with Ryde ED one day per week to provide support for the project, clinical consultation to staff and for referral of young people.

Feedback at the conclusion of the 3 month trial indicates positive feedback from Ryde ED staff, a recommendation that development of a local *HEEADSSS Resource Guide* is an essential requirement for any future trial and a dedicated youth health nurse position working within the ED is a key resource required in this process. Ryde ED has committed to continue to work in collaboration with Youth Health to embed the assessment into routine practice.

The 'HEEADSSS at Ryde ED' project was recently presented as a practice innovation at the NSW Youth Health Showcase April 2019. Longer term aims for the project include extending implementation of youth health and wellbeing assessment for 12 to 24 year olds to other NSLHD Emergency Departments.

COUNTER DISASTER

The recent Northern Sydney Regional Environmental Health Group and Directors of Nursing & Midwifery Networking Evening provided forums to undertake pre-incident planning and develop awareness around disaster medicine within the community. These forums provided opportunity for partner organisations to identify and link with how, as a whole during an incident, the health impacts are understood and response mechanisms are implemented.

The Business Continuity Management Project has now completed a number of Services Business Impact Analysis Workshops for the first round of services in scope.

PATIENT ACCESS TRANSPORT UNIT (PATU)

- Patient Transport Activity Management (PTAM) Project final report and recommendations now endorsed by the Chief Executive.
- Continued contribution to the Patient Transport Service (PTS) state-wide "Booking Better" Project through clinical consultation and Steering Committee Membership.

This Project aims to improve the timeliness of pick up - roll out is anticipated for 19 May 2019.

- Work completed with NSLHD sites to prepare for the closure of the PTS Web Booking Portal in May 2019. Staff currently utilising this Web Booking Portal have now transitioned to using the Patient Flow Portal (PFP) with enhancements enabling NSLHD staff to be able to access transport bookings for in-patient, non-inpatient and out-patient clinical areas through the PFP.

PLANNING

The review and update of current NSLHD Clinical Services Plan (CSP) is complete. A presentation to the May Board meeting has been proposed outlining the key directions of the Clinical Services Plan while the document is in being prepared for print.

WORKFORCE

Staff Wellbeing

The NSLHD Wellbeing Plan is being finalised and will reflect work across the district as well as local initiatives taking place at each hospital and service. JMO Wellbeing is also reflected in the district plan as informed by the work of the Board JMO Wellbeing committee.

Aboriginal and Torres Strait Islander Employment

Interviews have taken place for a Diversity and Inclusion officer to progress the strengthening of employment pathways for indigenous people into employment at NSLHD.

Women in Health Leadership

Following the Listen and Learn exercise, a feedback report is being finalised. An emerging idea from discussions so far, is to bring together a NSLHD Champions group of men and women Board members and Executives.

Discussions are taking place with Chief Executive Women (CEW) group on gender equality through their concept of a "Leadership Shadow". The premise being that the shadow we cast will be the driver of our culture - our shadow is made up of what we say, do and prioritise. This group will inform the key priorities we as an LHD would like to take forward.

"People Matter" Staff Engagement Survey

The annual public sector staff survey is taking place between 30 May to 28 June. In 2018 NSLHD increased both participation rate and engagement scores and we are aiming to repeat this in 2019. This year for the first time, there will be some specific questions regarding racism which have been requested from the Aboriginal Unit within the Ministry. Results are usually available in August.

Exceptional People Awards 2019

Plans are underway for the launch of this year's EPA. The nominations process will be announced towards the end of May and be open throughout June and July. The lunch this year will take place at the Kirribilli Club towards the end of September. A particular focus this year is on increasing participation from patients, carers and consumers.

E-Thankyou Recognition program

As an ongoing development of a strong culture of recognition across NSLHD and a compliment to the speaking up for safety program, we are implementing e-Thankyou cards for all staff to use, this will be available online through networked computers initially and we are aiming for this to be mobile compatible shortly.

MEDICAL SERVICES

The JMO Wellbeing and Support Committee met on 10 April 2019 at Royal North Shore Hospital. Attendance numbers continue to be encouraging. Main action items from the last meeting include undertaking a gap analysis between the 'Your Training and Wellbeing Matters' Survey results and the NSLHD draft Health and Wellbeing Plan, and establishing working parties to address 1) exploring the concept of 'civility saves lives' and 2) providing guidance to JMOs in being comfortable contacting senior doctors. Events for Doctors Day in May are being arranged for 28 May.

The Medical Executive Director has completed all the training modules for the National Safety and Quality in Health Service (NSQHS) Standards with the view to attending a workshop in July to become an ACHS assessor. This increases the number of ACHS assessors in NSLHD which will help with preparation for accreditation of different facilities/services.

Medical and Dental Appointments Advisory Committee (MDAAC):

Dr Margaret Beazley has been added to the MDAAC Membership as Chair Medical Staff Council, Mona Vale Hospital. There were five (5) recruitment submissions put forward for consideration, one (1) credentialing submission and one (1) advancement to senior status submission.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Patient Experience Platforms

The state-wide Patient Report Measures (PRM) program IT platform called Health Outcomes and Patient Experience (HOPE) details have been released. The HOPE system will be used in a defined set of 8 patient cohorts 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.

A new digital patient queue management system has also been identified as part of the service design for the new Hornsby Stage 2 Redevelopment Project within the new Outpatient Services area.

A NSLHD Patient Experience Steering Committee has now been established to oversee the HOPE implementation and development of other patient experience platform enablement moving forward. The first meeting was held on 1 April 2019 with good representation from across the wide range of LHD stakeholder groups.

Northern Beaches Hospital (NBH) Project

Testing of the Cerner Health Information Exchange (HIE) continues. HIE platform testing, issue remediation and clinical engagement activities about what to expect in the HIE continue into /April/May 2019 to enable the system to be operational and safe for clinicians with the expected go live of the system by late May, early June 2019.

PACS/RIS (Medical Imaging Solution)

SECTRA was announced as the preferred vendor for the State-wide PACS/RIS program (Medical Imaging System Replacement/Upgrade). NSLHD (partnering with CCLHD) will be one of the first LHD's to go live (between Feb-July 2020).

NSLHD Website Review

Following the completed review of the NSLHD Internet by FutureGov, a working group has been established including ICT and Corporate Communications, to progress a set of identified goals and recommendations. 2 new staff (a web designer and a user experience consultant) have now commenced to assist with progression of the next steps including some "quick wins" activities.

Cyber Security

The evolving nature of cyber risks and the complexity of the current cyber initiatives require a new, programmatic approach. There are three (3) interlinked initiatives continuing to strengthen our cyber security.

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 May 2019.

MENTAL HEALTH, DRUG & ALCOHOL SERVICES

Forensic MH Training Workshop

MHDA hosted a full day workshop in April targeting MHDA Executives, Service Directors, Clinical Directors, Case Managers, Psychiatrists, Team leaders, MQH Nurse Stream Managers, CNCs and senior staff (attendance ~80 people). Representatives from the NSW Mental Health Commission, NSW Ministry of Health – Mental Health and Legal Branch, NSW Mental Health Review Tribunal, Justice and Forensic Mental Health Service, Forensicare Victoria as subject matter experts in community case management, and the new Victims Support Service for victims of people who have been found Not Guilty for Reasons of Mental illness also attended. A Peer Worker, currently under the NSW Mental Health (Forensic Provisions) Act provided their own journey, bringing tears to the audiences' eyes.

The aim of the workshop was to support NSLHD MHDA staff when working with consumers subject to Forensic Orders with particular focus on NSW Forensic Mental Health Legislative requirements and the provision of recovery oriented forensic mental health service delivery. Preliminary feedback whilst the formal feedback is being analysed was extremely positive.

NSLHD Board walk-around

MQH hosted the Board in a walk-around the MQH campus on April 18th 2019. Those who interacted with the members of the Board were appreciative of the visit and the interest shown. MHDA thanks the Board for this demonstrated interest in the work of the Directorate.

Direct Personal Response Immersion Training

The Director MHDA and the Director PACH attended this training as a part of District responsibilities in relation to the outcomes offered through the National Redress Scheme to eligible survivors of historical institutional child sexual abuse.

Official Visit of Minister Bronwyn Taylor April 30th 2019

The CE joined MHDA in hosting a visit from the (newly appointed) Minister for Mental Health, Regional Youth and Women, to the HKH Mental Health Inpatient Units (Adult Acute and Child and Youth). The Minister identified that this was the first MH service that she had visited since being appointed to her current portfolios and she extended her appreciation to

the LHD for facilitating the visit. The Minister spent over two hours touring the facilities showing a great deal of interest in the Service and interacting positively with consumers and staff in a visit that was well received by all parties.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

- International Day of the Midwife (5 May 2019) and International Nurses' Day (12 May 2019) were celebrated across the district, appreciating the invaluable service provided by nurses and midwives.
- Nominations have closed for the NSLHD Nursing and Midwifery (N&M) Awards, celebrating the excellence and efforts of our nursing and midwifery workforce, with 8 categories acknowledging individual and team staff contributions.
- The Nursing and Midwifery Excellence Framework (NMXF) continues to gain traction; feedback from previous sessions is being rolled out to relevant wards district-wide.
- The Practice Development team have facilitated a number of workshops across the district, including the NSLHD Nursing and Midwifery Casual Staff Development Day and a senior Cancer Care Nurses workshop.

Clinical Practice/Safety Culture & Quality

- The NMD is facilitating a Nursing and Midwifery Council Forum focusing on "Patient Safety: Sharing Responsibility and Upholding Standards" on 24 May 2019, which will educate senior nursing and midwifery managers on professional standards and obligations through an interactive mix of presentations, case studies and discussion.
- The NMD will participate in a 'Compassion Project' in conjunction with NSLHD Health and Wellbeing and the University Of Technology Sydney (UTS). Focus groups of nursing and midwifery staff will be coordinated by the NMD to co-develop ideas and strategies for implementing organisational compassion.

Professional Development, Resources and Systems

- Samantha McCarthy, Nurse Manager Workforce Capacity and Resources, received a NSLHD Quality and Improvement Award for her work in developing and coordinating the NSLHD Nursing and Midwifery Casual Pool.
- 41 of the Diploma of Enrolled Nursing students are undertaking acute and mental health placements across NSLHD in May.
- 29 newly graduating Enrolled Nurses (ENs) were interviewed for NSLHD positions on Tuesday 30 May 2019, with all expected to be successfully appointed. Several of these ENs are planning on further studies to become registered nurses.
- Promotion of the 2020 campaign for Midwife Student Application for Recruitment and Training (MidStart) program has commenced. NSLHD will take 8 student midwives in total, 2 at HKH and 6 at RNSH. NSLHD will take approximately 200 new graduate nurses and midwives in 2020 on the GradStart (previously known as Transition to Professional Practice) program. Both of these campaigns will see the launch of the new Recruitment and Onboarding (ROB) Bulk Recruitment Portal.

Maternal Neonatal & Women's Health Network

The "Get Healthy in Pregnancy" Service 'Pregnancy Weight Gain Calculator' tool is designed to help women track healthy gradual weight gain throughout their pregnancy and will be introduced to women by midwives or other health professionals during their care. The 'Pregnancy Weight Gain Calculator' will complement referrals to the "Get Healthy in Pregnancy" Service.

Between July 2018 and February 2019 NSLHD midwives referred 786 women to "Get Healthy in Pregnancy". This is 172% of the expected result predicted by NSW

Health, aiming to assist in the NSW Premier's Priority focused on reducing Childhood Obesity Rates in NSW by 5% by 2025.

KOLLING INSTITUTE OF MEDICAL RESEARCH

Professor Carolyn Sue was announced as the new Director of Research at the Kolling Institute of Medical Research on 1 May 2019. Her appointment followed an extensive and rigorous international recruitment campaign.

The Joint Venture agreement will soon be finalised; at the same time, further progress on the Operations Manual is expected. Both these documents are important for the governance framework of the Kolling Institute and will assist researchers and staff to be able to perform their work in a more seamless way.

The work is being undertaken by the finance departments of Sydney University and Northern Sydney Local Health District into streamlining financial delegations, this is nearing completion and will form part of the Operations Manual.

The website redevelopment, which is being overseen by external web designers is on track. Educational workshops for researchers and clinicians to assist them in communicating with potential donors has been organised through the Kolling Foundation.

The Audio Visual upgrade will be completed by April 30, already the upgrade from PC to screens and installation of video conferencing equipment has been completed. The next phase is the connection to the LHD network and room booking panels, which will also be completed soon.

Kolling Institute continues to be compliant with the Research Ethics and Governance Information System (REGIS) and in keeping in line with KPIs within state benchmarks. The NSLHD Research Office is now only accepting ethics and governance applications which are submitted via REGIS.

The Beryl and Jack Jacobs Travel Awards donated to The Kolling Institute and the Kolling Foundation with the generous help of the Skipper Jacobs Charitable Trust, offer a funding scheme to support Early-Mid-Career Researchers (EMCR) working on the campus. Finalist presentations will take place on 1 May 2019 with 6 finalists being successful in their applications for this award.

Mass Spectrometer room alterations work is nearing completion, with the second Mass Spectrometer arrived and in operation; an official opening ceremony will be organised by USyd.

KOLLING FOUNDATION

The five year strategic plan for the NORTH Foundation was approved last month. The Kolling Foundation will officially transfer to the NORTH Foundation in July 2019. The five strategic goals to be targeted from 2019 to 2024 include the following:

- Retain, diversify and significantly grow our revenue
- Position the Foundation as a charity of choice
- Deliver an exceptional experience for individual supporters
- Build valued partnerships with corporates, Private Ancillary Funds (PAFs) and Trusts
- Prioritise and optimise funding impact and measure and report outcomes.

The Foundation will now begin executing on its strategic plan which will include going on a 'roadshow' across the NSLHD over the coming months, 'selling' the Foundation's strategic plan, vision and mission to clinicians, researchers and executive staff; developing the major gifts and bequests programs; building required skillsets; and developing and promoting the NORTH Foundation brand internally and externally.

The 2019 Foundation Tax Appeal features Endovascular Clot Retrieval (ECR), an urgent procedure for stroke patients that involves using the latest imaging technology to guide a tiny tube through the body and into the brain.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

The SNPHN and NSLHD Clinical Leaders, General Managers, Service Directors and Executive teams have jointly agreed to make older people, especially those who are frail, the priority patient cohort for the allocation of Ministry Integrated Care funds. Next steps to progress this work will bring together clinicians, consumers and service managers from primary, community and acute care, as well as staff from RACFs. The committee also agreed which two of the five models of care provided by the Ministry to focus on:

- Support to Residential Aged Care Facilities
- Specialist Support in Primary Care

The Ministry of Health Integrating Care Forum was held on the 4th and 5th April. Elizabeth Koff presented the next horizon for the NSW Health Integrated Care Strategy which was "a targeted focus on harnessing care in the community across providers, organisations and settings". A central component of this work will be establishing fundholding and overarching governance between LHDs and PHNs to co-commission and monitor outcomes-based and integrated models of care.

The Chair of the NSLHD Clinical Council recently presented to the PHN Clinical Council on the strategic direction of the LHD and opportunities for partnership. The PHN is working with LHD and Facility leaders to identify areas where we can collaborate to address some of the pressures on the health system that are expected over the winter period.

SYDNEY HEALTH PARTNERS

Sydney Health Partners (SHP) is currently in process of assessing the last round of translational research grants.

Two Sydney Health Partners funded projects are being led by NSLHD researchers: Professors Lisa Harvey and Alexander Engel. Both projects are progressing as planned.

CAPITAL WORKS

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

- Construction works including full removal scaffolding in Medical Imaging and services installations/ internal fit out are in progress.
- The second half of the building continues to progress in height with it formed up to Level 3 and level 0 poured.
- A suitable vendor for the Patient Queue Management System has been identified and the system pilot commences in June 2019 for 6 months.
- The Investment Decision Template (IDT) for Stage 2A (document required by Treasury) has been updated to reflect the revised funding commitment of \$65m.

Mona Vale Hospital

- UCC Stage 3 refurbishment progressing;
- Support services building progressing;
- Helipad commissioned on 17 April 2019 and operational on 18 April 2019;
- The GEM and Palliative Care Units design finalisation is in progress. Construction fencing has been erected establishing the site for building works.

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Deb Willcox
Chief Executive

Date: 27.5.19