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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Mona Vale Hospital underwent Organisational Wide Survey against the second edition of the National Safety and Quality Health Service (NSQHS) Standards from 16 to 18 October 2019. The Hospital Staff and Executive team undertook significant preparation in the lead up to the Survey and the Surveyors acknowledged the caring and patient focussed approach of the staff. The Australian Council on Healthcare Standards has released the Draft Assessment Report and NSLHD will now provide a response to the Report.

The Snapshot Audit of Patient Experience results have been shared with General Managers and Service Directors. With the assistance of staff and volunteers, 275 patient or carer experiences were captured as patients were discharged from acute services at Hornsby Hospital, Royal North Shore Hospital and Ryde Hospital during August 2019. Overall, the results of the Patient Experience Snapshot were positive with 98% of respondents rating the care they received as "very good" or "good". Main opportunity for improvement related to transport, way finding, access to information and communication. Communication issues were associated with waiting times and not being informed about delays in discharge.

Preparation for the launch of IMS+ in 2020 on 17 February 2020 continues with information and demonstration sessions underway. Training for all staff will commence in early November 2019 and will include online modules for notifiers and managers. In January 2020 face to face training and webinars will be available to all managers and high users of the information management system.

PERFORMANCE¹

Summary

In September 2019 NSLHD experienced a small increase in activity at Ryde Hospital, with ED presentations increasing by 3% compared to September 2018. Presentations at Hornsby remained stable while ED presentations at RNSH decreased by 2.1%.

NSLHD continues to perform strongly for Transfer of Care, achieving the target of 91% for September 2019. ETP for the month was 68%. Within this, Ryde Hospital met the target of 81%, achieving 82% despite a 3% increase in presentations.

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

ED Presentations

ED presentations to NSLHD for September 2019 decreased by 0.6% (73 presentations) compared to September 2018. Within this, presentations increased by 3% at Ryde Hospital, remained stable at Hornsby Ku-ring-gai Hospital and decreased by 2.1% at Royal North Shore Hospital.

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

The Urgent Care Centre at Mona Vale received 1769 presentations in September 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 68% in September 2019 against the target of 81%. This is a decrease of 3% compared to September 2018, in part due to the removal of Manly and Mona Vale Hospitals' strong ETP from the data.

ETP at RNSH was 59% for September 2019, an increase of 1% compared to September 2018.

ETP was 82% at Ryde, an improvement of 1% compared to September 2018. This is despite a 3% increase in presentations (70 presentations).

ETP was 76% at Hornsby, an increase of 3% compared to September 2018 while presentation numbers remained stable.

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 91% for September 2019. Within this, Ryde achieved TOC of 97%, Hornsby achieved TOC of 92% and RNSH achieved TOC of 87%. The TOC result at RNSH represented a 1% decrease when compared to September 2018.

Emergency Department (ED) Triage

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

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

RNSH met target for categories 1, 4 and 5. Category 2 achieved 77% against the target of 80% and category 3 achieved 70% against the target of 75%. Both of these represented improvements of 2% compared to the September 2018 results.

Elective Surgery Access Performance (ESAP)

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

ESAP for category 1 patients was 100%. Category 2 performance was 93%, and Category 3 performance was 94% against the target of 97%. A focus remains on managing demand within key specialties to improve category 2 and 3 performance.

Average Length of Stay (ALOS)

The rolling 12 month ALOS;

- Hornsby is 3.64 days, and has been consistently below the target of 3.91 days for 12 months;
- RNSH is 4.90 days, a decrease from 5.09 days the year prior. This is slightly above the target of 4.87 days; and
- Ryde is 3.90 days, slightly above the target of 3.89 days.

Northern Beaches Hospital (NBH)

In September 2019, the NBH received 5097 ED presentations. NBH continues to perform strongly against TOC with a result of 99% in September 2019.

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

FINANCIAL PERFORMANCE

Overview

The LHD's NCOS for October 2019 was \$0.2m (0.16%) unfavourable, resulting in \$9.93m (2%) unfavourable position for the year to date. Whilst the year to date position for the District is still unfavourable, the results for the current month have shown some slight improvements.

Total Expenses

Total Expenses were \$0.58m (0.4%) favourable for the month and \$8.28m (1%) unfavourable YTD. The favourability for the month is driven by some bed reduction savings from RNSH as well as inclusion of a budget supplementation provided by Ministry of Health for Pathology charges of which \$1.3m was applied. The YTD unfavourability was mainly impacted by significant winter activity levels at both RNSH and HKH. RNSH has implemented daily bed management and rostering in early October to address some of the financial pressures.

An early estimate of NWAU activity for October indicates that activity levels are returning to normal growth levels. As at end of September, Acute Inpatient Services NWAU for the District is 514 NWAU or 1.8% below target. ED NWAU at the end of October is 78 NWAU or 1.1% above target. ED presentations have increased by around 3.0% (or 1,600 more presentations) when compared to the same period last year for RNSH, HKH and Ryde.

The Districts ALOS for the month currently stands at 4.89 which is above the rolling twelve month average of 4.83, and also above the ALOS for the same period last year which was 4.82.

Note: Activity data is as of 07-11-2019.

Revenue

Total NSLHD Own Sources Revenue was \$0.73m (3%) unfavourable for the month and \$0.71m (0.79%) unfavourable for year to date. October proved to be a comparatively lower revenue generating month where there was a decline in shared room and single room space. Although the private election remained stable, the overall private length of stays have decreased substantially when compared to the same period last year; thereby resulting in a reduction in both shared room and single room revenue.

Other item/s

The current full year projected NCOS is \$37.4m unfavourable, with \$25m for Expenses and \$12.4m for Revenue. This expense forecast comprised of business as usual of \$12.5m with the recurrent impact of Northern Beaches Hospital \$12.5m.

The business as usual forecast has improved by \$2.5m from previous forecast. This includes some savings expected from the bed reduction strategy at both RNSH and HKH. The \$12.5m NBH forecast remains unchanged and includes some level of funding expected from the Ministry associated with NBH.

The detailed forecasting exercise to evaluate the impact of single room rate reduction has now been completed and is estimated to be \$12.4m. This has been reflected in the District's forecast as advised by Ministry of Health. The \$12.4m does not include the impact of the rate reduction on the third schedule facilities. The District will continue to work with both parties (third schedule facilities and Ministry) to finalise the financial impact.

Finance has been working with facilities in the preparation and review of proposed Roadmaps, so far \$10.5m worth of expense roadmap saving plans have been identified and submitted to the PMO for approval, whilst a further \$5.5m are under development.

ACTIVITY BASED FUNDING (ABF)

Acute ABF separations for September were 6.9% below target for NSLHD (excluding Northern Beaches Hospital). RNSH and Ryde were 8.9% and 3.6% below target respectively, and Hornsby was 0.8% above target.

NWAU

Acute NWAU for September was 3.5% below target for NSLHD (excluding Northern Beaches Hospital). RNSH (5.4%) and Ryde (6.8%) were below target, however Hornsby was 6.4% above target.

RNSH's acute performance is driven by a decrease in some low acuity specialties (Renal – 118 NWAU but 305 separations, Paeds medical – 29 NWAU but 80 separations), which was partially offset by an increase in high acuity specialties (Vascular surgery – 142 NWAU, ENT GI – 54 NWAU, Orthopaedics – 43 NWAU).

Hornsby saw an increase in some high NWAU activity (General Surgery, Obstetrics), which was partially offset from some decreases in other specialties (Paediatrics – Medical, Neurology, ENT).

Ryde's activity performance was mostly driven by a decrease in General Surgery, both planned and unplanned.

ALLIED HEALTH

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

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

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

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

COMMUNICATIONS

Media

- Approximately 64,000 people were reached with the NSLHD Facebook pages.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Progress on Channel 9 documentary series on use of donated blood and tissues at RNSH with the Red Cross Blood Service
- Working with SBS Insight program on the Royal North Shore's Pain Management Clinic ADAPT program
- Promotion of ABC TV's documentary series Old People's Home for 4 year olds with Professor Sue Kurrle and RNSH physiotherapist Nicola Kertanegara.
- The official launch of the NORTH Foundation received mainstream and social media coverage, including articles in the Daily Telegraph and Mosman Daily.
- A smaller private event marking the launch also received social media and newsletter coverage.
- Newsletter and social media coverage of Director Carolyn Sue launching an art exhibition to raise funds for Mitochondrial disease.
- Distribution of the Kolling Institute newsletter, including the latest funding announcements and events staged within the Kolling.

Projects

- Website redesign process is progressing well with workshop planning underway with users and champions.
- Work on communication strategy for the proposed RNSH campus Lot 4b development and Health and Education Precinct.
- End of year RNSH music festival - comms planning underway.
- Progress on Hornsby Hospital Stage 2 redevelopment communications plan including Communications support to departments moving at HKH as part of redevelopment.
- Preparation for the Annual Public Meeting is underway with invitations issued and advertisements published in all local newspapers
- Preparation underway for the NSLHD 2019 Year in Review
- Preparation for the Northern Beaches Hospital Parliamentary Inquiry.
- Preparation for the launch of the 'Our District, Your Ideas...Doing things differently' Campaign

Events

- Planning is underway for the next Northern Lights Research and Innovation Showcase which will be held in February 2020.
- Private Launch of the North Foundation was held 24 October. Many past donors were in attendance along with NSLHD staff.
- The opening of the Tom Reeve Surgical Academic Clinic at Royal North Shore Hospital was held on 18 October. The event was well attended by medical colleagues both past and present.
- Macquarie Hospital 60th Birthday Celebrations were held on Saturday 21 September.

- The HKHS Stage 2 redevelopment topping out ceremony was held 29 October with the Minister for Health, and Local Member for Parliament in attendance.
- Assisted with communications and planning of the inaugural Allied Health Professionals Day.
- Assisted Ryde Hospital staff who held a stall at the recent Granny Smith Festival in Eastwood.
- NSLHD Workplace Giving Program is set to launch the 'Christmas with Dignity' campaign across hospitals and services on November 1.
- Promotion is underway for a symposium co-ordinated by Kolling researchers discussing the complex issue of reducing opioid use.

NSW Health Awards

- Professor Margaret Fry and Oncology Nurse Practitioner Meredith Oatley won the Transforming Patient Experience Category with their Oncology Telephone Hotline.
- Dr Eveline Staub and Neonatal Intensive Care Unit colleagues won the Patient Safety First category for their Walking the Mil Way project.
- NSLHD also had finalists in the Safe and Health Workplace and Health Research and Innovation categories.

PRIMARY & COMMUNITY HEALTH

Aged and Chronic Care and Allied Health

The Chronic Disease Community Rehabilitation Service (CDCRS) received the Exceptional Team Award for Evidence Based Decision Making. CDCRS conduct a strategic program of enquiry to inform service development and delivery. The team has successfully embedded research into clinical service delivery. The multidisciplinary team of 15 FTE staff have implemented 10 active research projects, whilst maintaining a full clinical load. This has supported the team to provide best practise evidence based care, and improved outcomes for clients, and services.

BreastScreen

BreastScreen recently conducted a trial using a new curved compression paddle to address the fear of pain and anxiety reported by clients attending this service, which effects the decision to attend regular breast screening and detect early signs of breast cancer.

WORKFORCE

Staff Health:

- Approximately 250 students, from Australian Catholic University and 25 students from North Sydney TAFE, who are seeking clinical placement in NSLHD were screened for vaccination compliance.
- An extensive campaign was undertaken at Mona Vale Hospital where staff were screened / vaccinated and entered onto Vaxlink the new state wide database.

Health and Wellbeing

- The Steptember Challenge was again successful and a record-breaking year for our NSLHD Health and Wellbeing program's contribution to the Cerebral Palsy Alliance.
- 934 wonderful staff raised \$62,162 and walked 220 million steps together.
- NSLHD is the top fundraising LHD for 3 out of the 4 years and has fundraised a total of \$206,075 since 2016. We were also the 4th highest fundraising organisation in the whole of Australia for 2019.
- NSLHD received recognition from CPA at the Steptember Awards Evening on Monday 28 October 2019.

Health and Wellbeing Plan

The launch of the NSLHD Health and Wellbeing Plan commences in November, including invitations for staff to attend one of two theatre performances of the play; Grace Under Pressure. Grace Under Pressure is a verbatim piece, based on interviews with clinicians as part of a research project by the Sydney Arts Health Collective. It explores the highs and lows of working life for health professionals as they carry out their complex and challenging roles delivering care to our patients and communities.

Education and Talent Development

The Centre for Education and Talent Development (CETD) has developed a sustainable model for coaching. This includes a one-day workshop 'Coaching for Health Professionals' which is available to staff who have a role in coaching and in addition we are launching a Coaches' Network where coaches can come together to learn and practice the skills of coaching.

A range of contemporary resources have been developed for staff who are interested in being a mentor. In conjunction with an eLearning module 'An Introduction to Mentoring', a number of resources can be accessed by staff through the intranet to assist both the Mentor and the Mentee.

Speaking Up For Safety (SUFS) strategy

As at the end of October, NSLHD trained over 1500 staff at RNSH. Planning continues for the next phase of the strategy, Promoting Professional Accountability (PPA) at RNSH.

MEDICAL SERVICES

Senior Medical Practitioners

The VMO Quinquennial reappointment process continues to progress, with advice regarding the transition to new state-wide Model Scopes of Clinical Practice (where available) recently provided to Directors of Medical Services and Heads of Departments for consideration.

Junior Medical Practitioners

The emphasis on improving JMO Wellbeing continues, with the Medical Executive Director attending a roundtable hosted by the Ministry of Health with attendance of Specialist Medical Colleges. The particular focus was placed on discussing roles and responsibility of supervisors and trainees, and accreditation by Colleges, and it is expected the Ministry will send out invitations to work on the areas for improvement that were identified. The Wellbeing plan is being updated based on feedback from JMOs, an end of year function is being arranged and a mentorship program is under development.

MENTAL HEALTH, DRUG & ALCOHOL (MHDA)

Mental Health Month - October is identified as Mental Health Month and there were a number of very successful events held across the LHD in recognition of this including a carers lunch, art workshops, the living library, a consumer forum, picnic day, wellness walk etc. The Art Exhibition on October 31, 2019 at NSEC at Macquarie Hospital is in partnership with Ryde Council. Please refer to the NSLHD newsletter for all the great work that is occurring in this partnership.

The Older People's Mental Health Forum was held at Eastwood on the 16th October 2019 with good attendance from across Older Persons Services both internal and external to NSLHD. Guest speakers to the forum provided a focus on issues of diversity including LGBTQI and transcultural populations.

An Eating Disorders Forum was held at RNS on October the 21st 2019 again with strong and involved attendance of >90 clinicians and carers internal and external to NSLHD. Anecdotal feedback with the formal evaluation results pending has been extremely positive. There is a growing body of knowledge around not only the prevalence but also the range of presentations made to Health services by people with eating disorders and the forum was a useful contribution to this dialogue.

Gladesville Hospital Cemetery Memorial – NSLHD MHDA has continuing responsibility for the clinical matters from this former degazetted mental health facility. A memorial for the cemetery on this site is planned for December 10, 2019 under the leadership of the NSW Mental Health Commissioner. Information pertaining to this event is imminent. Former staff and residents of this facility are expressing interest in attending.

RESEARCH

The Research Advisory Committee (RAC), which has responsibility for overseeing the implementation of the NSLHD Research Strategy, has been established and will hold its first meeting in November. We are very pleased to have two Board members joining us on the RAC, and there will also be consumer representation and researchers from a wide variety of backgrounds.

Sydney Health Partners (SHP)

NSLHD continues to lead and develop projects relating to the SHP Platform 3 working group it is leading to build capacity and remove barriers to support research, and the SHP Governing Council is very pleased with the progress being made.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Northern Beaches Hospital (NBH) Project

In this first phase of implementing the Clinical HIE as a state wide solution, clinicians from NBH, Mona Vale and other NSLHD hospitals can now view key shared clinical information to support patient care delivery across all sites.

Starting on 1 August 2019, the Clinical HIE was piloted by 130 clinicians across NSLHD and NBH. The feedback from this pilot was very positive. Clinicians have found the Clinical HIE to be a useful source of information, especially when caring for patients who frequently move between NBH and community services provided by NSLHD.

As a result of the positive feedback from the pilot, and advice from clinical stakeholders, it was agreed that the Clinical HIE continues to meet both patient safety requirements and the functionality required to support the delivery of patient care. Therefore the Clinical HIE was rolled out to all users of the eMRs at both NSLHD and NBH on 25 September 2019 and continues to be well adopted by clinicians.

The Health Records and Information Privacy Amendment (Health Records) Regulation 2019 was required to enable implementation of the Clinical HIE. The Regulation, published and commenced on 13 September 2019, amends the Health Records Information Privacy Regulation to exempt the HealtheNet system and the Clinical Health Information Exchange from definition of a health record linkage system. All other health privacy principles will continue to apply to the HealtheNet system and the Clinical HIE and any use or disclosure of information from these systems.

PACS/RIS (Medical Imaging Solution)

A series of PACS/RIS design working groups continue to inform the systems final design/build. Many NSLHD clinicians and other stakeholders are involved in these design groups. The go live for the district is being planned during the period June – August 2020.

Website redesign

ICT & Corporate Communication teams have finalised the detailed functional requirements for the website and have now raised a Request for Quotation for a suitable vendor to build the platform. This procurement activity is expected to be completed in November with the selected partner to commence build shortly afterwards with the new site to be operational in early 2020.

Cyber Security

The evolving nature of cyber risks and the complexity of the current cyber initiatives require a new, programmatic approach. The new Cyber Strategy was released in September 2019. A LHD user awareness campaign including online training will be released in November.

The Windows 10 Upgrade Project has commenced and is running to schedule with the initial computer upgrades/deployments underway across the LHD. The project is expected to be completed by the end of Jan 2020.

NURSING AND MIDWIFERY

Clinical Practice/Safety Culture & Quality

- Planning days have been held to progress the implementation plan of the Mental Health Pathways in Practice (MHPiP) initiative, a project designed to support the application of a standardised capability framework for the mental health nursing workforce. A Steering Committee and Working Group comprising key stakeholders are currently being developed in order to drive and focus this initiative.
- The NMD Safety Culture & Quality Team have been involved in promoting Medication Safety Awareness Month during October in the foyers of RNSH ASB and CSB as well as at HKH and Ryde Hospitals during promotional sessions. The Safety Culture & Quality Team had developed resources for this critical matter, including flyers for staff and patients and PowerPoint presentations aimed at educators to promote antibiotic stewardship and high risk medications.
- The NMD is currently working on an adaptation of a video and developing a brochure on "What matters to you matters to us". This project aims to increase consumers engagement and collaboration with their healthcare by identifying simple things they can do to keep themselves safe during their hospital stay, with the goal of addressing Hospital Acquired Complications (HACs) while simultaneously increasing health literacy of consumers.
- Award 2019 NSW Health Awards Meredith Oatley NP and Prof Fry for Oncology Model of Care (Helpline, Urgent Assessment Clinic and DTU Consultations)
- Award 2019 College of Emergency Nursing Australasia Organisation awarded with the most prestige's emergency nursing award - 'Leadership in Emergency Nursing' at the 17th International Emergency Nursing Conference October 16-18th Adelaide College of Emergency Nursing Australasia
- Award 2019 NSW Emergency Care Institute 'Changing practice based on Emergency Department evidence: Impact of a telephone helpline on emergency department (ED) and hospital avoidance, mortality and morbidity rates and patient satisfaction' (awarded best evidence based practice paper). 17th International Emergency Nursing Conference October 16-18th Adelaide College of Emergency Nursing Australasia

Professional Development, Resources and Systems

- The program for the upcoming NUM/MUM Professional Development (PD) Day has been finalised. The Nursing and Midwifery Council of NSW will attend to discuss professional practice, responsibilities and reporting, and Adam Queded, Deputy Director Workforce & Culture, NSLHD will attend with some of the Workforce team to deliver a session. The previous PD Day focused on the role of the NUM/MUM and with staff who attended having had the chance to reflect, this concept will be further explored.
- HealthRoster templates are currently being built to reflect the agreed and budgeted staffing profiles across all nursing and midwifery cost centres.
- The Health Roster 90 Day challenge will commence at RNSH Division of Medicine (DoM) over the coming months, with education sessions underway for the RNSH DDoNM, A/Divisional Nurse Manager for DoM and all NUMs.
- The NMD is currently accepting and coordinating applications for NSW Health Nursing and Midwifery Education Scholarship Program Graduate Certificates. Six streams are available including Critical Care, Acute Care, Child and Family Health, Drug and Alcohol, Aged Care and Neonatal Nursing.
- Conditional offers will be sent on Monday 28 October 2019 to the successful candidates for the 2020 GradStart Program for new graduate Nurses and Midwives. 178 Transitional Registered Nurses and Midwives will be placed in 12 month contracts at HKH, Ryde, RNSH, MVH and in the Community/Acute Exchange program across 4 cohorts in February, March, April and July.

Person-Centred Care, Practice Development

- The NSLHD Person-Centred Care Showcase will be held on 13 November and the theme for the Showcase is 'Shared Decision Making: Valuing Consumer Choice'.

COUNTER DISASTER

The Business Continuity Management Steering Committee (BCMSC) continues to drive and provide oversight of the transition to the Business Continuity Management System (BCMS). The next rounds of Business Impact Assessments (BIA) are being scheduled with the previous rounds moving into the strategy and resourcing phases.

Further to Northern Beaches Hospital (NBH) surge capacity exercise, Exercise Russett Tan which looked at departmental Code Brown Plans and intra-department operability, which was held earlier 2019, the Counter Disaster Unit has been working closely with NBH to finalise their Code Brown Plan and Chemical Biological Radiological (CBR) small scale plans. This has been further supported by providing team deployment training and CBR Awareness and Responders Training

NORTH FOUNDATION

New NORTH Foundation Website and new donation page

The NORTH Foundation website is now LIVE (<https://northfoundation.org.au/>).

Key programs including:

- Gift of Thanks, our Grateful Patient Program
- Our Appeals throughout the year
- Research and Patient Care showcase events
- Community Giving – the Foundation will be launching a new Giving Hub and Crowdfunding platform in the coming weeks.

The Foundation wants people to be able to connect with our hospitals and research institute to give to areas that they are passionate about and donors are now able to specify the research project or department that they would like their gift to support.

NSLHD Engagement over the last month

- Ryde Hospital NORTH Foundation launch
- Hornsby Ku-ring-gai NORTH Foundation launch
- Official launch (hosted by NORTH Foundation Board member) which included numerous clinicians and researchers, major donors and major prospects.

2019 Christmas Appeal

The 2019 NORTH Foundation Christmas Appeal is currently being finalised and will be hosted across:

- Kolling Institute of Medical Research
- Royal North Shore Hospital (RNSH)
- Hornsby Ku-ring-gai Hospital
- Ryde Hospital

KOLLING INSTITUTE OF MEDICAL RESEARCH

The Kolling continues to work closely with the North Foundation with the following applicants being awarded funding through the second round of the Beryl & Jack Jacobs International Travel Fellowships including:

- Dr Jillian Eyles (Institute of Bone and Joint Research)
- Dr Martyn Bullock (Hormones and Cancer Division)
- Dr Karin Aubrey (Pain Management Research Institute)
- Dr Lisa Sharwood (John Walsh Centre for Rehabilitation Research)
- Dr Yingyu Feng (Institute of Bone and Joint Research)

The Fellowship supports Early-Med-Career Researchers in establishing new collaborations, strengthening existing partnerships and increasing research capacity through international and national events.

Professor Carolyn Sue, Director Kolling Institute of Medical Research, continues to lead the development of the Kolling Institute strategy.

SYDNEY NORTH PRIMARY HEALTH NETWORK (PHN)

SNPHN and NSLHD continue to work together in our joint priority area of frail older persons. A patient journey mapping process will be undertaken in November, with separate consumer and provider workshops being held. The gaps and improvements identified through this process will be the focus of our Collaborative Commissioning Program. Within the frailty program of work, the SNPHN have established a role to support the ongoing capability development and communications that our Aged Care Rapid Response services provide to Residential Aged Care Facilities.

Other joint work that continues includes; development of our joint regional mental health plan, enhancing electronic communications to GPs, discharge summary issues with Northern Beaches Hospital, HealthPathways, wound care and supporting frequent attendees to ED. The LHD will host a stand at the PHN AGM in November, which allow GPs to come and meet with LHD representatives from ICT, the Northern Beaches Relationship Team, Community Health and System Integration.

Innovation Program

Since 2017, \$400,000 has been awarded to front line staff to implement their innovation projects. In 2017/18, eight projects were funded and they have all been implemented and six are being evaluated. In 2018/19 ten projects have been funded; 6 of these have been implemented and the remaining four are in the planning stages.

Twelve applications have been received from a range of clinical staff across sites and services for the December Pitch event scheduled for 5 December 2019. In September 2019, the project Switching Channels was launched in the RNSH Foyer. The project is piloting a 30 minute video through the hospital channel which provides relaxation and mindfulness techniques to patients to relieve stress and anxiety that can be associated with a hospital admission. It is be piloted on the general medicine ward and is currently being evaluated.

Rehabilitation & Aged Care Network

A partnership has been established with Sydney North PHN to implement the Asia Pacific Clinical Guidelines for the Management of Frailty. This has involved frailty screening with development of a management plan with the older person. The first phase of implementation in the hospital and primary care setting is being evaluated. The partnership will continue in 2019/20 with plans for co-design with consumers.

CAPITAL WORKS

Hornsby Hospital Redevelopment

Stage 2 and Medical Imaging Redevelopment

- Medical Imaging – the new department is largely complete with final testing of all systems and equipment to be finalised during October/ November. The “Go Live” is still anticipated to be in late November.
- The main Stage 2 structure has now reached it’s highest point and a “Topping Out” ceremony was held on 29 October with Board Members, the CE and Ministers Hazzard and Kean in attendance.

Stage 2A Redevelopment:

- Schematic design of Stage 2A has now largely been completed with the majority of users having signed off on the proposed designs.

Royal North Shore Hospital

- Works to supply water to the SHOR building will now require trenching to be carried out in the Pacific Highway. Multiplex are awaiting authorisation from Roads and Maritime Services as the works will impact of traffic flow on the highway to the east of Reserve Road.
- The pre-existing subterranean high voltage power cable (running from the Bus Stop on Reserve Rd to the footpath adjacent to the Kolling forecourt) is damaged and not able to carry current. Exploratory works are underway to identify the place where the cable is damaged so that repair works can be attempted. The Bus Stop on Reserve road has moved 20 metres south for duration of the high voltage power works.
- In relation to the Ausgrid high voltage power cable replacement works (under Westbourne St and Reserve Rd North) these works will be completed by 23 November.



Deb Willcox
Chief Executive

Date: 11.11.19