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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

Safety & Quality Account

The annual Safety & Quality Account provides an opportunity to showcase NSLHD's accountability and commitment to safety and quality. The Account includes Key Performance Indicators and other improvement measures, along with relevant local selected or internally developed measures. The Account also allows NSLHD to provide commentary on investigations and audits carried out over the past year, along with commentary and reflection on the approach for continuous improvement in relation to safety and quality going forward. While it is intended that annual Account reporting becomes publically available in the longer term, at this stage, the audience remains the Ministry of Health. The Account is due for submission to the Ministry by end October 2018 with endorsement sought from the NSLHD Board prior to submission.

Speaking up for Safety (SUFS)

SUFS is an organisation-wide program to build a culture of safety and quality by empowering staff to support each other and raise concerns. NSLHD has partnered with the Cognitive Institute to implement the initiative. The SUFS program is made up of two components with the first including training to increase the skills of staff to respectfully raise patient safety concerns with colleagues, using graded assertiveness communication skills. The second component is a program promoting professional accountability, whereby staff are held accountable for repeated unprofessional behaviour.

A steering committee comprising representatives from the District and RNSH has been established and the inaugural train the trainer program has been booked for November with 24 volunteer Champions identified to participate. Following this preparatory work, it is planned that staff training will be rolled out in the New Year.

NSW Health Awards

NSLHD submitted 11 applications for the NSW Health Awards. Finalists were announced in September and one team and two individuals from NSLHD have been recognised.

The team project, Specialist Rehabilitation Service Evaluation, from Mental Health Drug and Alcohol Services was a finalist in the category Excellence in the Provision of Mental Health Services. The project evaluated the effectiveness of the Specialist Rehabilitation Service which provides support to consumers with complex, enduring mental health histories. The evaluation showed positive consumer outcomes, a reduction in acute inpatient admission and length of stay, strengthened consumer goals and improved experience of recovery.

The individual finalists were in the categories of Volunteer of the Year and Staff Member of the Year. Volunteer of the Year finalist Chris Oberle was recognised for her commitment to improving patient experience through empathy and connection.

Staff Member of the Year finalist Matthew Williams was recognised for his role leading the innovative Osteoarthritis Chronic Care Program, now endorsed for state-wide replication. The winners will be announced at the Annual Awards Ceremony to be held on 5 November 2018.

Insurance for NSW Awards

The 2018 Insurance for NSW Awards celebrate excellence in risk management achieved through NSW Government agency initiatives and activities. NSLHD and Royal North Shore Hospital won the Risk Reporting and Intelligence Category at the 2018 insurance for NSW Awards for the project "*SPC Traffic Lights: Stop on Green and Go on Red*". This system enhances the interpretation of risks, identifying trends and assisting in informed decision making.

PERFORMANCE

Summary

As expected, at the conclusion of the 2018 winter season, the level of influenza-related activity seen in 2017 was not been repeated. Emergency Department presentations were in line with the predicted growth trend for 2015 and 2016, rather than the unprecedented season of 2017.

Emergency Treatment Performance (ETP) and Transfer of Care (ToC) have improved both compared to the month prior and to last year, showing the impact of key improvement strategies. NSLHD remains focussed on improving patient flow and demand management at RNSH and across the District. Work continues to deliver the new ETP Recovery Plan which is now eight weeks into implementation of strategies.

ED Presentations

ED presentations to NSLHD for August 2018 decreased by 5.7% compared to the target, and by 6.1% compared to August 2017. Within this, presentations have decreased by between 5% and 12% at all sites except for RNSH where the decrease was 0.9%.

For the year to date NSLHD has experienced a 5.8% decrease in ED presentations which is 4.9% below the activity target.

Emergency Treatment Performance (ETP)

ETP for NSW was 71.7% in August 2018, an improvement of 2.3% compared to the same month last year. Presentations to the ED were down across the state compared to August last year, with NSW collectively seeing a 2.2% reduction in ED attendances.

NSLHD ETP for August 2018 was 73%. This is 3% higher than performance in August 2017. There was a decrease of 6.1% in ED presentations over the same period, but an increase in admissions of 1.8% (321 patients). This is because compared to 2017, although the numbers of lower acuity triage category 4 and 5 presentations have decreased, but the number of more acute triage category 2 patients has increased.

In August 2018, ETP at RNSH was 61% compared to 59% in August 2017, despite the increased admission rate. RNSH continues to be closely supported by the Ministry of Health through the 'ETP Watch List' process to identify barriers and review strategies for improve performance. As part of this process, RNSH submits a detailed ETP Recovery Plan to the Ministry of Health each week detailing actions/strategies, risks/barriers, and outcomes/updates.

ETP remained strong at Manly Hospital (85%) and Mona Vale Hospital (85%) with both hospitals exceeding the target of 81% and demonstrating improvements compared to August 2017. Hornsby Hospital achieved 79% ETP, a significant improvement from 70% in August 2017 while Ryde Hospital also achieved 79% ETP, slightly below performance in August 2017.

Progress against the ETP Recovery Plan strategies is detailed below:

- Improving access to the Emergency Department Short Stay Unit (EDSSU):
 - Current (Oct 2018): The week commencing 24 September on four out of seven days greater than 20 patients were admitted to EMU, and there was a reduction in ALOS of 18 minutes.
 - Anticipated impact on ETP: 2%.

- Improving utilisation of the transit lounge:
 - Current (Oct 2018): 31.4%.
 - Anticipated impact on ETP: 1%.

- Increasing the number of discharges occurring before 12pm:
 - Current (Oct 2018): 4 wards are participating in the discharge collective:
 - Ward 1 increased from 24% (17/18 baseline) to 35% of discharges occurring before midday
 - Ward 2 increased from 15% to 21% of discharges occurring before midday
 - Wards 2&3 both increased from 18% to 31% of discharges occurring before midday.
 - Anticipated impact on ETP: 2%.

- Improving medical imaging turnaround time.
 - Further collection and review of data is underway to validate potential issues/contributing factors.
 - Anticipated impact on ETP: 2%.

Transfer of Care

ToC performance for the NSW was marginally below target of 90% in August 2018 and improved 4.3% compared to the same time last year (86 %).

ToC performance for NSLHD for August 2018 was 91% against the target of 90%, an increase of 2% compared to the previous month and 2% compared to August 2017.

Performance at RNSH improved from 76% in July 2018 to 82% in August 2018, an increase of 2% compared to the same period the previous year. The TOC target was exceeded by Hornsby, Manly, Mona Vale, and Ryde Hospital all achieving above 95% for August 2018 – an improvement on previous year performance for each Hospital.

Emergency Department (ED) Triage

NSLHD continued to demonstrate strong performance against this indicator with the target time for ED triage categories 1 to 5 met by all Hospitals for August 2018. NSLHD Performance was also above the state average for each category.

Elective Surgery Access Performance (ESAP)

At the end of August 2018 there were 7 patients overdue for elective surgery, maintaining the improvement in performance from the first half of 2018.

The target for Category 1 (surgery within 30 days) was achieved across all sites in August 2018, with performance at 100%. NSLHD was marginally below target for ESAP category 2 (92% against a target of 97%) and category 3 (96% against a target of 97%) in August 2018 however, performance has improved compared to the same month last year.

Maintaining the improvement in performance remains a key priority for RNSH and the Hospital remains on weekly reporting and fortnightly teleconferencing with the Ministry of Health to support improvements in ESAP.

Average Length of Stay

Average Length of Stay (ALOS) in August 2018 at Manly and Mona Vale is stable with ALOS of 3.54 days and 3.19 days respectively. ALOS has been consistently below target for 24 months.

Ryde and Hornsby both experienced a spike in ALOS in June and July 2018, which has now returned to previous levels. ALOS at Hornsby was 3.78 days in August 2018 and a 12 month rolling average is 3.89 days. ALOS at Ryde was 4.18 days in August 2018 and the 12 month rolling average is 4.13 days.

The rolling 12 month ALOS at RNSH is stable at 5.14 days, the same result as for the 12 months prior.

Data & Analytics

EDWARD Transition

The transition into the EDWARD continues, with NSLHD the leader in the state with this transition. The Northern Beaches Hospital will be reporting all their activity via the EDWARD, whereas NSLHD currently reports to the legacy HIE system. While not critical, it is strategically efficient to move NSLHD reporting EDWARD to streamline the process and remove manual manipulation of data for reporting and analysis.

Delays to date have been due to the implementation process from third party provider contracted by the Ministry. A change in staffing and leadership has taken place recently with this provider, with the promise of faster progression through the implementation process.

Data Lake Proof of Concept

To get data out of eMR currently requires complex extractions to be written and scheduled overnight (as to not slow down the performance of eMR while staff are using it). This specialised work can only be performed by external contractors, which costs thousands of dollars and is prone to an expensive iteration process.

NSLHD is partnering with eHealth to 'mirror' the eMR data in a separate database, allowing less complex extractions to be performed by existing staff within the district with little to no impact on eMR performance for clinicians.

This will allow faster, cheaper access to a wider range of operational and clinical data for the district. This proof of concept is due to be completed in December, with eHealth using any learning from the experience to inform a statewide tender during 2019.

FINANCIAL PERFORMANCE

General Fund

Overview

NSLHD Net Cost of Services for August 2018 was \$1.1M (0.9%) unfavourable, resulting in \$3.7M (1.6%) unfavourable Year to Date (YTD).

Roadmaps are currently in draft to address the financial needs and expectations of the District. These are expected to be completed and operational in Oct 2018.

Total Expenses

Total Expenses were \$1.2M (0.8%) unfavourable for the month and \$3.3M (1.1%) unfavourable YTD. The unfavourability for the month is mainly due to the high level of overtime at Royal North Shore Hospital (RNSH) of \$1.1M driven by the Junior Medical Officer ADO payout. Premium labour also remains high at RNSH and Hornsby Ku-ring-gai Health Service.

Revenue

Total Revenue was in line for the month and \$0.8M (1.7%) unfavourable YTD. The YTD unfavourability is mainly driven by unfavourable Patient Fees of \$0.4 M and User Charges \$0.2M. The lower Patient Fees is attributed to the declining health fund claims stemming from stricter health fund criteria.

Other item/s

Other Items for the month is \$0.1M favourable and \$0.4M favourable YTD. The LHD continues its implemented courtesy SMS reminder and text follow-up system for those accounts which are outstanding. The Patient Fee Debtor is 4.4% for the month which is favourable against the target of 5%.

OPERATIONS

Innovation Program

Following the announcement of the successful applicants last month, work has commenced to implement the solutions. 'We Can Tell by The Way You Walk' have ordered and received the device 'BTS-G walk' and they are preparing for implementation. 'Hard to Swallow' have ordered the FEES equipment (Fiberoptic Endoscopic Evaluation of Swallowing) which is progressing through the NSW Health procurement system. Applications have closed for Round Three. Twenty three applications from around the District were received and are currently being assessed. The top 5 applicants will Pitch their idea on the 16 November 2018.

Youth and Adolescent Hospice

In April 2017, the NSW Premier, the Hon Gladys Berejiklian announced recurrent funding towards the running of an Adolescent and Young Adult Hospice, to support adolescents and young adults who live with life-limiting conditions. The Hospice will operate on the (former) Manly Hospital site and will be a purpose-built, first of its kind facility, providing 24 / 7 inpatient support to young people and their families.

NSLHD and Health Infrastructure NSW are working with a panel of clinical experts specialising in palliative, chronic and complex patient care services, to develop the design and service model for the hospice. Consumer and community members will be invited to provide input to ensure the specific needs of young people and their families are incorporated into the service.

NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING

Acute ABF Separations

Acute ABF separations for August 2018 were 2.4% below target, but increased 2.6% compared to the same period last year.

Year to date, Acute ABF separations for NSLHD are 2.2% below target, but increased by 3.8% compared to the same period last year. Across the LHD, separations have increased by 6.8% at RNSH and 5% at Manly.

NWAU

Acute inpatient NWAU are 1.3% below target for the month of July 2018, and remained the same as July 2017. Compared to July 2017, acute inpatient NWAU have increased at Ryde (14.9%), Manly (5.1%), Mona Vale (2.4%) and Hornsby (2.2%), but decreased by 3.3% at RNSH.

COMMUNICATIONS

Media

- There were 30 print media articles, 4 radio and 2 TV items in September. More than 108,000 people reacted to the 85 Hospital Facebook posts.
- Six Newsletters were produced including District news, HKH Redevelopment Stage 2 newsletter and Northern beaches and Royal North Shore Ryde newsletters.
- New ventilators in Hornsby Hospital ICU was reported in Hornsby Advocate.
- A story on volunteer meal assistants was sent to the Hornsby Advocate.
- Meetings have been scheduled with several Professor's from the Kolling Institute to discuss potential media opportunities.
- Planning media opportunities with Prof Mark Molloy for arrival of mass spectrometer
- RNSH's organ donation drive as part of Donate Life Week launch featured in North Shore Times and news.com.au.
- Artwork competition with schools launched for the Hornsby Hospital redevelopment project.
- Hornsby Hospital's digital fly-through of what the new building will look like has been installed on a TV in the main reception area.
- Communication is being prepared to announce the Hornsby Hospital car park fee structure to staff and the community in October.
- A regular 'Research Profile' has been established in NSLHD News.
- Promotion of building works commencing at Mona Vale Hospital on a new support services building, ahead of the main works for the new inpatient facility.
- Manly Daily published media article re: the New Northern Beaches Hospital uniforms

Events

- The Hon. Matt Kean MP, Minister for Innovation and Better Regulation, attended the unveiling of the mural at Bungee Bidgee.
- RNSH 130 year celebration event planning in progress, including the publication of a 130 photo book.
- Planning is underway for the Annual Public Meeting.
- The Exceptional People Awards were held and were well attended providing an opportunity to showcase the achievements of staff and teams as well as promote relationships with key partners and sponsors including AMP Capital, SmartSalary and First State Super.
- Round 2 of the NSLHD Innovation Program was successfully held with high levels of staff engagement.
- Manly and Mona Vale Hospitals hosted celebratory/farewell events with the Manly Spring Ball held on 22 September 2018 and the Mona Vale Cocktail Party scheduled for 13 October 2018
- Mona Vale held a time in service event for staff and Manly Hospital is scheduled to do the same mid-October.

Community Awareness

- Mobile information booths are scheduled to visit hospitals across the District and will provide both consumers and staff with information regarding My Health Record.
- Community presentations aimed to share information regarding the opening of NBH are continuing across the Northern Beaches suburbs.
- The community awareness program, around the change in services at Mona Vale and Manly Hospitals is progressing with brochures distributed throughout the Northern Beaches to 80,000 households.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service is in the final stages of interviewing for an Aboriginal Liaison Officer for the District, This is a critical position and will greatly assist in providing culturally appropriate support to our Aboriginal patients and broader community. Recruitment is also underway for an identified Aboriginal or Torres Strait Islander Registered Nurse and an Integrated Team Care Coordinator position.

A/Professor Peter Shine, Aboriginal Health Director, NSLHD, attended the “2018 Resus @ The Harbour” Conference at the International Convention Centre Darling Harbour. The Conference provided an opportunity to hear about innovation and invention in relation to resuscitation from national and international experts and A/Professor Shine delivered a talk on Aboriginal Death and Dying as part of the Life And Death - A Cross Cultural Journey session.

Together with Member for Hornsby and the Minister for Innovation and Better Regulation, the Hon Matt Keen, and the Chief Executive, NSLHD, the NSLHD Aboriginal Health Service attended the Bungee Bidgee Mural unveiling on the 28 September 2018.

PRIMARY & COMMUNITY HEALTH

Child and Family Health

In 2017, the Child Youth and Family Health Directorate undertook an online survey with the of developing a current profile of nurses working in Child and Family Health and examine what if any changes have occurred since a quality project workforce survey undertaken in 2010.

The data has now been examined and key findings included:

- Child and Family Health Nurses are Registered Nurses with an average of 13 years spent working in Child and Family Health.
- The average age of Child and Family Health Nurses is increasing with the highest proportion in the 50-59 age brackets. The Australian Institute of Health and Welfare (AIHW) 2015 snapshot of nursing and midwifery workforce reported that the average age was 44.4 years.
- Almost one third of respondents indicated that they were currently a carer and when combined with being a carer¹ 'at times' this increased to over 40%.
- 43% indicated that they had been verbally abused by either clients or the general public
- 26% indicated that at some stage they had felt threatened or unsafe while working in Child and Family Health settings.

The Child Youth and Family Health Directorate will now work with the Primary and Community Health Quality Officer to develop projects addressing the work health and safety data. The Clinical Nurse Consultant, Child and Family Health will also seeking guidance from the Director, Nursing Research in the development of any further projects building on these research findings.

COUNTER DISASTER

The release of the recent NSW Health Major Incident Medical Services Plan decentralised a number of key tasks to the Local Health Districts. Subsequently the Counter Disaster Service is working through these changes in consultation with key clinical leads, Work Health, Safety, Infection Control, Mental Health and Public Health to ensure that the District is equipped to respond to a major incident. Some of the activities involve disaster attire, clinical deployment kits and evacuation centre support. Following the planned dissolution of the Service Partnership Agreement for Counter Disaster services between NSLHD and Central Coast Local Health District, the proposed structure for the NSLHD Counter Disaster Unit is in its final stages of approval.

PLANNING

The review and update of current NSLHD Clinical Services Plan is progressing well. The aim is to develop a four year outlook for clinical services in NSLHD hospitals and an intranet site is now live at: <http://intranet.nslhd.health.nsw.gov.au/ClinicalNet/csp/Pages/default.aspx>

- The site includes background papers that are progressively being uploaded. Clinical Network position papers will also be available shortly.
- To facilitate clinician input into the review process, a number of 'Think Tanks' will be held across the District to encourage targeted discussion.

- The five key Think Tank themes identified are:
 - Non-admitted care
 - Unplanned care
 - Care of older people
 - Configuration of surgical services
 - Hospital roles and service development
- The first Think Tank, Surgical Services, is scheduled for 9 October 2018.

WORKFORCE

Exceptional People Awards

The second Exceptional People Awards took place on 14 September 2018. Winners were acknowledged from across all hospitals and services, with representation from clinical and non-clinical staff categories including volunteers.

Northern Beaches Hospital

As at 2 October 2018 670 staff have accepted a position at Healthscope, and Staff Specialists contracts are being finalised. NSLHD continues to secure redeployment for remaining staff, predominantly within NSLHD. The training and orientation program is in the final weeks with over 700 days of training being attended so far by Manly and Mona Vale Hospital staff.

MEDICAL WORKFORCE

Junior Medical Officers (JMO) Annual Medical Recruitment campaign

The majority of JMO positions for the 2019 clinical year have been offered and accepted with facilities using the second round of advertising (closing date 19 October 2018) to recruit to the remaining vacancies. Emergency Medicine positions for Hornsby and Northern Beaches Hospitals have been challenging to fill, which is a trend experienced across the State.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Electronic Medication Management (eMeds) rollout

Hornsby Ku-ring-gai Hospital (HKH) completed the implementation support period of eMeds on 4 September 2018 that included safely achieving 100% of patients converted to eMeds within two weeks of go-live. HKH achieved outstanding clinician staff training rates across all groups prior to the go live which has seen great use and adoption of the system by clinicians.

NSLHD has received a funding allocation from eHealth NSW for the continued rollout of eMeds system to Macquarie, Mona Vale, Greenwich and Neringah Hospitals. The district will be aiming to complete these remaining implementations before the end of the 2018/19 financial year.

Oncology Management Information System (OMIS)

The new OMIS successfully went live for RNSH Cancer Services on 14 August 2018 with the Phase 1 implementation that includes 2 prescribing protocols making up 25% of the total. Project activities continue in the lead up to the Phase 2 go live for remaining protocols now scheduled for March 2019.

PACS/RIS (Medical Imaging Solution)

NSLHD is one of 3 LHD's that commenced a Proof of Concept (POC) process in April 2018 and is "road testing" key functional and technical items of the solution on behalf of the state. The POC continue to run smoothly and is expected to be completed in early October 2018.

On the basis of a successful POC process a full implementation across the state will be planned over the next two (2) years with the first LHD's commencing in mid/late 2019 and NSLHD expected to commence in 2020.

eRIC Program

The eRIC Program was established by eHealth to implement a state based electronic medical record for ICUs to improve patient safety and provide better clinical decision-making. The LHD's eRIC Steering Committee and working parties have been commissioned and are operational and are functioning well. The eRIC Project Charter has been signed and endorsed by the Steering Committee with implementation planned for 22 October 2018 at RNSH and 12 November 2018 at HKH.

My Health Record Expansion Project

The Australian Digital Health Agency announced in early 2018 the My Health Record opt out dates that will precede the national expansion. Every Australian will be offered a record, unless they choose not to during the "opt out" period that commenced 16 July 2018 and has recently been extended to run until 15 November 2018. Communication plan activities are well underway with eHealth NSW presenting to key stakeholder groups across the LHD about the My Health Record changes.

NSLHD Website Review

NSLHD supported by government website specialist provider FutureGov has now completed a review and consultation process around its public internet (web) presence.

The report includes a set of recommendations, governance framework and a roadmap for continuous digital presence improvement and is broader than just web/internet services. The review report is now being considered by the LHD's Executive Leadership team regarding next steps and improvement activities to be completed.

Cyber Security

ICT is working with a 3rd party Cyber Security service provider to undertake its annual scheduled External Penetration Testing of the LHD ICT network aligned with the Information Security Management System (ISMS) and NSW Government Digital Information Security Policy (DISP) requirements. Results of the testing are expected in late October with an action plan developed for any issues/gaps identified.

MENTAL HEALTH, DRUG & ALCOHOL SERVICES

Memorandum of Understanding (MOU) Roadshow

The NSLHD launch of the new MOU between NSW Health (NSW Ambulance and LHDs) and NSW Police was led by MHDA with an event held at the Kirribilli Club on the 30 of August, 2018. There was good attendance from NSW Police, NSW Ambulance and NSLHD MHDA with both senior and frontline staff attending.

The MOU has been updated to reflect the amended NSW Mental Health Act 2007 No 8 and additionally, broadens the MOU to include patients in police custody who are brought to a health facility and, the management of public safety in health facilities. There is general applicability of the MOU across LHD services.

Mental Health Care Feedback

MHDA officially rolled out the Carer Experience Survey (CES) and the electronic version of the Your Experience of Service (eYES) across the Directorate. NSLHD has performed well against the State average in the eYES survey and it is hoped that the ability to submit forms electronically will further boost return rates across our services for the CES.

NURSING AND MIDWIFERY

Nursing and Midwifery Directorate (NMD)

- Person Centred Care, Practice Development
 - The rollout of the Nursing and Midwifery Excellence Framework (NMXF) has entered the pre-assessment phase, with consultations and in-services being arranged with Nurse/Midwifery Unit Managers (NUMs/MUMs) at selected wards across NSLHD. An initial pilot session of the NMXF was held at Mary Giles Ward (MGW) at HKH, with an initial report and assessment prepared for review.
 - The Person-Centred Care Showcase will be held on 14 November 2018 at The Harbourview Hotel, North Sydney. Professor Mary Chiarella, Professor of Nursing Sydney University is the Keynote speaker and will address this years' theme 'Unharnessing the Potential'. Ms Jacqueline Cross, Chief Nurse and Midwifery Officer (CNMO) NSW Ministry of Health (MoH) will also be attending and discussing her Vision for Nursing and Midwifery for 2019.
- Clinical Practice/Safety Culture & Quality
 - The first round of Safety Culture Surveys have been sent out for completion, with focus on RNSH as the first facility. The surveys give the opportunity for NUMs/MUMs to provide feedback prior to the initial sessions and in-services. Appointments with the NUMs/MUMs concerned have been made to discuss the surveys, with inservices to commence the week of 17 September 2018.
 - A Nurse Unit Manager (NUM) / Midwifery Unit Manager (MUM) Professional Development Day is scheduled for Thursday 22 November 2018 – the theme is 'The Big Splash' and will incorporate presentations regarding "The Role of the NUM/MUM".

Midwifery Services

- Fetal Welfare Essential Education for NSW - Workshop
 - NSW Ministry of Health in collaboration with the Pregnancy and Newborn Services Network (PSN) and Health Education Training Institute (HETI) are hosting Obstetric and Midwifery Educational Leaders from each Local Health District
 - On 19 September 2018 from NSLHD five Obstetric and Midwifery Clinicians attended as the leaders for fetal monitoring education in NSLHD
 - The workshop supports the implementation of the fetal monitoring guideline changes and the overall Fetal welfare Obstetric Emergency Neonatal resuscitation Training (FONT) program
- NeoPaed Conference
 - The Pregnancy and newborn Services Network (PSN) NeoPaed Conference was held on 7 September 2018

- NeoPaed is aimed at Midwives, Nurses, Allied Health and Medical Staff from level 2, 3 and 4 neonatal services
- Seven Midwives and Nurses from across NSLHD were supported to attend

Patient Access Transport Unit (PATU)

- Currently undertaking a Project reviewing Non-emergency Transport Activity Management across NSLHD. This Project is focused on realigning transport booking practices with the current Patient Transport Service (PTS) charging methodology as well as providing education and awareness to staff to ensure the most appropriate form of transport is booked or an appropriate alternate solution is found. Thus, establishing a sustainable process whereby patients are transferred in a safe, timely and cost effective manner.
- Following the planned dissolution of the Service Partnership Agreement between NSLHD and Central Coast Local Health District, PATU is now conducting a review of the current structure and service provision with the aim to streamline how PATU supports NSLHD sites and patients in relation to patient flow.

NORTHERN BEACHES HOSPITAL

NSLHD is continuing to work closely with the Ministry of Health, Health Infrastructure NSW, and Healthscope to ensure that the Operational Readiness, Commissioning and Transition activities remain on schedule.

KOLLING INSTITUTE OF MEDICAL RESEARCH

Recruitment for the Director, Kolling Institute is underway.

Approval timeframes for Research Ethics Applications and Research Governance Applications have markedly improved. Preparation for the transition to the Research Ethics and Governance Information System (REGIS) are underway.

KOLLING FOUNDATION

The Kolling Foundation's Gift of Thanks program has been rolled out across RNSH, Ryde Hospital and Hornsby Ku-ring-gai Hospital. The Gift of Thanks program supports patients and families to engage with their hospital in a meaningful way, through enabling them to formally recognise the work of an individual or a team and to make a secure donation to their area of choice within the hospital or to a field of medical research.

CAPITAL WORKS

Royal North Shore Hospital campus

Southern Campus

Excavation works on the southern campus is at an advanced stage and piling works have commenced to allow for construction of the MoH building. It is planned to bring site sheds onto the site to replace the temporary sheds that are currently in place. A 'ring' road will be put in place, encircling the footprint of the building, to allow for more efficient movement of trucks and material into and out of the site. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.

Other RNSH campus updates

- Negotiations between NSLHD, RNSH and Dexu continue in relation to a Deed of Access to enable the construction of the Health Hub on the northern boundary of the hospital campus. Dexu will be presenting their Construction Management Plan to stakeholders, including RNSH, on 2 October.
- The Metro Light Rail project will see St Leonards Railway precinct become a Bus Hub during those works. Upgrade to the Herbert St footpath area, to accommodate increased bus usage, has been completed during September.
- Works on the Gore Hill Oval site, on the south western boundary of the hospital, are at an advanced stage. These works are predicted to be completed in January 2019.
- Ausgrid have contacted the hospital and flagged that works will be carried out on Westbourne Street and Reserve Road to allow for the laying of new high voltage cables. They hold an easement over these sites. When more definitive advice is received, meetings will be held between stakeholders, RNSH, InfraShore, North Shore Private Hospital and Dexu to understand the method of works and plan contingencies for the interruptions that will inevitably come from these works.

Hornsby Ku-ring-gai Hospital Redevelopment

Stage 2 and Medical Imaging

Watpac have now taken control of the complete footprint area for Stage 2 and Medical Imaging. This includes Building 3 (part of the original hospital buildings) which is now in the process of being demolished.

The hospital redevelopment team has now relocated to a site shed within the construction zone and adjacent to the project team site shed.

Construction works have continued for:

- Excavation works to level 0.
- Piling works have progressed well, with the exception of Medical Imaging due to an unexpected underground storage tank (Issue now resolved).
- The tower crane for Stage 2 and Medical Imaging has been set up and established as of 27 August 2018

Multi-storey Car Park

The construction of the multi-storey car park is ongoing with scaffolding being removed to reveal the building's façade. Campus wide signage has been finalised with replacement of campus maps having commenced. Completion of the new gate signage is scheduled for late September 2018.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)

NSLHD continues to work with the Sydney North Primary Health Network on priority projects including identifying and managing Frailty, improving access to community Palliative Care, improving digital messaging between GPs and LHD services, and HealthPathways (including working with RNS Ambulatory Care Centre).

SYDNEY HEALTH PARTNERS

NSLHD will join Sydney Health Partners and Siemens in collaborating on the 'Sydney Clinical Imaging Global Development Site'. A series of Workshops are being held over the coming months and NSLHD has identified key representatives to participate at each session.

EXECUTIVE APPOINTMENTS

Dr Tamsin Waterhouse has been appointed as the Medical Executive Director, NSLHD. Dr Waterhouse will commence on 9 October 2018.



Deb Willcox
Chief Executive, NSLHD

Date: 9.10.18