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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

The NSLHD Patient Experience Steering Committee Snapshot Audit of patient experience in acute services will commence on 26 August 2019 in wards at Hornsby Ku-ring-gai, Ryde and Royal North Shore Hospitals and consumer volunteers will be involved in administering the audit tool. A snapshot audit of patient experience in sub-acute services is scheduled to occur in September 2019.

To support Local Health Districts in the management of patient complaints, the Health Care Complaints Commission are providing a series of education workshops related to the effective management of complaints. Workshop sessions were held at Hornsby Ku-ring-gai and Mona Vale Hospitals and will shortly be held at Ryde and Royal North Shore Hospitals. The sessions to date have been well received with good attendance and positive feedback from participants.

NSLHD staff attended Root Cause Analysis (RCA) Methodology Training sessions facilitated by the Clinical Excellence Commission in early August 2019. The training sessions provided participants with an understanding of the RCA methodology as well as the opportunity to apply this knowledge to case studies.

Preparation for the launch of IMS+ in 2020 is continuing with NSLHD nominated to participate in Wave 1 of IMS+ Go Live. Wave 1 Go Live will occur from February to April 2020. The first meeting of the NSLHD IMS+ Implementation Steering Committee is scheduled for 27 August 2019 and the Clinical Governance Unit continue to work closely with eHealth and local Hospitals and Services to ensure a successful roll out.

PERFORMANCE

Summary

In July 2019 NSLHD experienced significant increases in activity at Ryde and Hornsby Hospitals, with ED presentations increasing by 10.8% and 6.8% respectively compared to July 2018, while ED presentations at RNSH increased by 2.2%.

NSLHD continues to perform strongly for Transfer of Care, achieving 91% for July 2019, an increase of 2% from July 2018. ETP for the month was 67%, within this ETP at RNSH was 60%, in line with what was achieved the same month last year.

NSLHD achieved zero patients overdue for elective surgery at the end of July 2019, marking 11 months of no overdue patients and maintaining the improvement in performance.

ED Presentations

ED presentations to NSLHD for July 2019 increased by 5% (670 presentations) compared to July 2018. Within this, from July 2018 to July 2019 presentations increased by 10.8% at Ryde Hospital, 6.8% at Hornsby Ku-ring-gai Hospital and 2.2% at Royal North Shore Hospital. The Urgent Care Centre at Mona Vale received 1591 presentations in July 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 67% in July 2019 against the target of 81%. This is a decrease of 5% compared to July 2018, largely due to the removal of Manly and Mona Vale Hospitals high ETP from the data.

ETP at RNSH was 60% for July 2019, the same as the result in July 2018. This included a 2.2% increase in presentations and an additional 115 ambulances (a 7% increase). RNSH saw a 4% increase in triage category 2 and a 10% increase in triage category 3 presentations. Additionally there was an early winter season with an increase in presentations for influenza like illness, requiring isolation beds for patients.

ETP was 80% at Ryde, an improvement of 2% compared to July 2018. This is despite a 10.8% increase in presentations (262 presentations). Within this Ryde saw a 37% increase in triage category 2 presentations.

ETP was 74% at Hornsby, a decrease of 4% from July 2018. However, there was a 6.8% increase in presentations (245 presentations).

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 91% for July 2019.

In July 2019, Ryde achieved TOC of 97%, Hornsby achieved TOC of 92% and RNSH achieved TOC of 89%. The TOC result at RNSH represented a 13% improvement from the same month last year despite a 7% increase in ambulance arrivals.

Emergency Department (ED) Triage

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

Within this, all triage category targets were met by Hornsby and Ryde Hospitals.

RNSH met target for all categories with the exception of category three achieving 74% against the target of 75%. Within this RNSH saw an additional 203 category 3 patients in July 2019 compared to July 2018.

Elective Surgery Access Performance (ESAP)

At the end of July 2019 there were no patients overdue for elective surgery for the eleventh consecutive month.

ESAP for category 1 patients was 100%. Category 2 performance was 93%, and Category 3 performance was 96% against the target of 97%.

Urology and Neurosurgery have been identified as requiring additional sessions to manage demand and improve ESAP. Elective sessions were impacted by urgent elective and emergency cases taking priority for these specialties. Additional operating time is being allocated to manage the workload.

Average Length of Stay (ALOS)

The rolling 12 month ALOS;

- Hornsby is 3.64 days, a decrease of 0.21 days from the year prior;
- RNSH is 4.96 days, a decrease compared to 5.05 days the year prior; and
- Ryde is stable at 3.89 days, a decrease of 0.22 days compared to the year prior.

Northern Beaches Hospital (NBH)

In July 2019, the NBH received 5068 ED presentations.

NBH continues to perform strongly against TOC with a result of 99.6% in July 2019.

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

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's NCOS for August 2019 was \$2.44M (2%) unfavourable, resulting in \$7.06M (3%) unfavourable position for the year to date. NSLHD Finance and the Performance support Team continues to work with the facilities in the preparation and reviews of proposed roadmaps. Both teams continue to communicate to the district of the importance of the roadmaps towards achieving a balanced budget position and therefore a sustainable financial performance for the LHD.

Total Expenses

Total Expenses were \$1.39M (0.9%) unfavourable for the month and \$6.3M (2.1%) unfavourable YTD. The un-favourability for the month is being driven by FTE and G&S costs mainly at RNSH due to clinical activity.

As at end of July, Acute Inpatient Services NWAU for the District is currently 402 NWAU or 4.3% above target, whilst ED NWAU at the end of August is currently 115 NWAU or 3.1% above target. ED presentations for the District as at end of August is 1.4% above target, whilst Acute Services separation are 2.9% below target.

The Districts ALOS for the month currently stands at 4.44 which is below the rolling twelve month average of 4.45, and below the ALOS for the same period last year which was 4.68.

Revenue

Total NSLHD Own Sources Revenue has had a positive start to the year being \$0.04M (0.09%) favourable for YTD. Single room revenue was influenced by a higher number of bed days in Mental Health and Hornsby, with a few high bed day patients being admitted during the month. Shared room revenue was strong showing at RNSH in terms of bed day stays. Prosthesis Revenue results showed gains in Ryde and Cathlab services.

Other item/s

The NSLHD Finance team continues to work with the facilities in the preparation and reviews of roadmaps in operations. To date \$10.3m of Expense Roadmaps have been submitted to the PMO for approval with more (approx. \$9.95m) in development. The Performance Support Team (PST) which was established last financial year continues to operate during 2019-20, to assist in the production and development of Roadmaps. The district is also in the process of querying the current roadmap target in the context of Northern Beaches Hospital.

ACTIVITY BASED FUNDING (ABF)

Acute ABF separations for July were 1.2% above target for NSLHD (excluding Northern Beaches Hospital). Hornsby and Ryde were 7.0% and 5.8% above target respectively, and RNSH was 0.9% below target.

NWAU

Acute NWAU for July was 4.4% above target for NSLHD (excluding Northern Beaches Hospital), driven by RNSH (6.1%) and Hornsby (1.5%) above target. Ryde was 5.7% below target.

RNSH's acute performance is driven by a decrease in renal separations (which resulted in a large decrease in separations with a proportionally lower decrease in NWAU), as well as lower than expected separations in General Medicine, Obstetrics, and Gastroenterology. All these specialties have a low NWAU per separation, and are largely driven by activity through the ED. RNS also saw an increase in some high acuity specialties, such as Respiratory, Rheumatology and Spinal Injuries (10 extra patients at over 9.3 NWAU per patient).

Hornsby saw an increase in a number of low acuity specialties (ENT, Emergency Medicine, Paeds-medical and Gynaecology), which has led to the increase in separations outstripping the increase in NWAU.

Ryde saw a decrease in NWAU which was driven by a decrease in General Medicine and General Surgery separations and acuity. Separations were much higher in Emergency Medicine, which has a very low NWAU per separation (less than 0.3 NWAU).

OPERATIONS

Innovation Program

The Innovation Program has funded a total of 18 projects across the District and key outcomes of the recently completed *Carers @ the Bedside* initiative are detailed below:

Led by Barbara Lewis, Manager of Carer Support Services, the project supports carers of inpatients who have a cognitive impairment or are receiving End of Life Care to enable them to support and assist in their family member's care. The funding was used to provide additional carer recliner chairs and sofa beds at Royal North Shore, Ryde and Hornsby Hospitals. In addition, support and education is provided to staff on the wards to support carers. Key outcomes of the project included:

- 47% of staff reported that the project has made identifying the Carers easier.
- 35% of staff reported that reassuring the patient has been the most appropriate task for Carers to undertake on the ward.

Clinical Networks

The Child, Youth & Family website has been updated and was launched in July 2019. The website was updated to assist families to access services more easily and was developed in partnership with consumers.

The Cardiothoracic and Vascular Network has established rapid review Heart Failure Clinics at Ryde, Hornsby and RNSH in response to the leading Better Value Care (LBVC) Chronic Heart Failure (CHF) initiative. The Clinic enables patient reviews within a week of discharge to adjust medications and ensure appropriate follow up. This District-wide approach has ensured equity of service across NSLHD and reduced length of stay and readmissions for this cohort of patients. Additionally, this initiative has resulted in better integrated and networked services, bringing together medical, nursing, primary & community health and Primary Health Network (PHN) run services to form a united approach to addressing heart failure. The outcomes of the Ryde High Risk Heart Failure Clinic are to be presented at the 2019 Value Based Healthcare Conference.

COMMUNICATIONS

Media

- Approximately 85,000 people were reached with the NSLHD Facebook pages. RNSH's Facebook page reached 8000 active followers milestone. There were close to 8000 tweet impressions
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Professor Jim Elliot's research using artificial intelligence for whiplash injury research received coverage on ABC Radio and in the Inspire scientific journal.
- Promotion of ABC TV's documentary series Old People's Home for 4 year olds with Professor Sue Kurrle and RNSH physiotherapist Nicola Kertanegara.
- Media and social media coverage of researchers Gemma Figtree and Martin Ugander received funding through a significant NSW Government initiative to fight heart disease.
- Broadcaster and head and neck cancer survivor Julie McCrossin ran a presentation skills workshop for cancer researcher which was covered by social media and in the newsletter.
- Media interviews organised with Peninsula Living on Dr Carmine Gentile's Mini-hearts research
- Media being arranged on Prof Sarah Hilmer and new research into polypharmacy.
- Progress on Channel 9 documentary series on use of donated blood and tissues at RNSH with the Red Cross Blood Service.

Projects

- Website redesign process is progressing well with Workshop planning underway with users and champions
- Ongoing communication on Mona Vale Hospital redevelopment works
- Work on communication strategy for the proposed RNSH campus Lot 4b development and Health and Education precinct.
- Ongoing preparation and development of communication plan for the Macquarie Hospital project.
- Design and editing continues on the Clinical Service Plan.
- End of year RNSH music festival - comms planning underway
- Internal communication support continues for Exceptional People Awards
- Preparation for the Annual Public Meeting.
- Planning for the launch of the Research Strategic Plan.
- Preparation for the Northern Beaches Hospital Parliamentary Inquiry.
- Internal Communication of the results for People Matters staff survey.
- Promotion and support for the CE and Director of Finance's Budget Roadshows.
- Preparation for the BHI Quarterly Performance Report and seclusion rates.
- Preparation for the launch of the RNSH therapeutic Environment capital works for mental health.
- Communications support with the team responsible for Get Well Soon(er), a pilot in-house wellness TV station to launch at Royal North Shore Hospital.
- Working with MHDA and Aboriginal Health on the launch of the Ask the Questions animation.

Events

- The Minister for Health visited RNSH Clinical Genetics Department and met with the Children's tumour foundation and donors.
- More than 200 people attended a forum in the Kolling to hear the latest findings from the team at the John Walsh Centre for Rehabilitation Research. The team discussed

the health impacts of motor vehicle crashes and received social media and internal coverage.

- The Minister for Health visited RNSH nuclear medicine and Prof Paul Roach presented on PET/CT and latest cancer treatments.
- The NSLHD Workplace Giving Program was launched on Monday 5 August 2019, 1-2pm, Royal North Shore Hospital Foyer. Planning is underway for the next Northern Lights Research and Innovation Showcase at the end of October which will focus on stroke.
- Exceptional People Awards event 27 September
- Launch of the North Foundation new name for the Kolling Foundation and logo Tuesday 24 September

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Services, Executive Assistant attended module 6 of the Next Generation of Leaders and Managers on the 14 and 15 August. During module 6, the Executive Assistant presented her final presentation on her Business Improvement Project of the Procurement Card for the Integrated Team Care Program (ITC).

The NSLHD Aboriginal Health Service, ITC Coordinator attended the 'People Management Skill' workshop in North Parramatta on the 20 August 2019.

The NSLHD Aboriginal Health Service held its second 'Men's Yarning Tea' on 23 August 2019. The day provided the men with the opportunity to get together for a yarn over painting and music and share their experiences and stories.

PRIMARY & COMMUNITY HEALTH

Northern Sydney Home Nursing Service Consumer Forum for Mandarin Speaking Patients and Carers

On 14 August 2019 NSHNS held a consumer forum for Mandarin speaking patients and carers at Ryde Eastwood Leagues Club, in collaboration with NSLHD Multicultural Health. The forum provided an opportunity for staff to gain valuable feedback to assist in improving services to CALD patients and engage with Mandarin speaking patients and carers hearing first-hand their experience of the services provided to them.

Child, Youth and Family Health (CY&FH) Team Planning Day

CY&FH hosted a service planning day on 14 August 2019 with the theme *Our role in promoting healthy, happy and safe environments to support children, young people and families to reach their full potential.*

Representatives from CY&FH services across the District attended the planning day together with PACH consumers and representatives from Child Youth Mental Health services, Multicultural Health, Royal North Shore Hospital Emergency Department, and the Drug and Alcohol, Substance Use in Pregnancy and Parenting Service (SUPPS), all providing valuable input regarding current and future directions of CY&FH services.

A/Professor Elisabeth Murphy, Clinical Network Director, CY&FH gave the opening address sharing information about NSW Policy Directions relevant to CYFH and NSLHD Community needs, including the First 2000 Days Framework. Consumer representatives were also invited to provide a client perspective on the use of CY&FH services and highlighted how positive, welcoming responses and interactions from health services were important.

The agenda for the day also incorporated:

- an overview of past and current projects including the Healthy Homes and Neighbourhoods, a collaborative project with Family and Community Services, Central and Eastern Sydney PHN and Inner West Collaborative Practice Management Group. The project supported the use of the integration of health care and also ensures that the social needs of families and their children were met. 'Integrating trauma informed care into the continuum' using current overseas and Australian research findings to reinforce how trauma, either in the child or parent can be a key determinant in their health outcomes.
- Discussion on the current pathways and models for children, young people and their families attending CY&FH services to identify where changes could be made to better design child-focused, family supported pathways and models were able to be identified.

The results of the planning day will be the foundation for the next stage in the service planning process scheduled for the late of 2019.

COUNTER DISASTER

The NSLHD Healthplan and Pandemic Influenza plans have been reviewed and are in the final phases of consultations and endorsement. These plans now have a strategic focus and operational requirements are now detailed in specific service plans or Standing Operating Procedures. Undertaking this approach aims to make the process associated with Deployment and Recovery more streamline and improve functional readiness.

Planning for the 2019-2020 Music Festival season has begun. As a part of the Development Application for music events, NSLHD will be required to review event plans and specifically the provision medical care. It is anticipated that the District will be working closely with Clinical Safety and Quality, Centre for Population Health in completing these risk reviews. At this stage NSLHD is not required to deploy teams, with the Medical Retrieval Unit taking a greater role in this pre hospital domain.

PATIENT ACCESS TRANSPORT UNIT (PATU)

- The PATU has refreshed its structure and will now be known as the Patient Access and Logistic Service (PALS).
- Representatives from PATU continue to attend the HealthShare Patient Transport Services Fixed Wing Redesign Project.
- The PALS intranet site is under development and will NSLHD staff with a single point of reference for information on how PALS can support staff in facilitating patient transfers, patient referrals to public & private acute and sub-acute facilities (including resources, FAQs, facility information and easy access to policy and procedure), non-emergency transport options (including repatriation and IPTAAS) and resources for staff. Site development is scheduled for completion in early September 2019.

PLANNING

The Clinical Services Plan (CSP) has been finalised and printed copies will be available for distribution in the first week of September 2019. The CSP will be launched in late September 2019.

WORKFORCE

“People Matter” Staff Engagement Survey

Full results were received in early August and NSLHD achieved a 69% overall employee engagement score compared to 65% for the whole of NSW Health. NSLHD is the second highest performing LHD in the state.

Across the District, the Culture Index score improved by 2% to 66% this year compared to 60% for the whole of NSW Health. NSLHD again achieved the second highest score across the state.

Hospital General Managers and Service Directors will now work with staff to develop action plans to address areas for improvement as well as report back on the implementation of actions arising from the 2018 Survey.

Staff Recognition - Exceptional People Awards

The 2019 Exceptional People Award event will be held on Friday 27 September 2019 at the Kirribilli Club. This will be a lunchtime event and a great way to celebrate the exceptional people within our district. There were over 90 nominations received this year and there will be awards across all 7 categories at the event.

Speaking Up For Safety (SUFS) strategy

As at the end of August, NSLHD trained over 1000 staff at RNSH. Planning meetings have commenced to prepare for the next phase of the strategy, Promoting Professional Accountability (PPA). Prior to the launch of this phase we are aiming for 80% of staff to be trained in Speaking Up For Safety. The project is on track for continued roll out of SUFS at Mona Vale and Ryde Hospitals commencing second half 2019 and delivery of the PPA at RNS early 2020.

MEDICAL SERVICES

The JMO Wellbeing and Support Committee met on 14 August 2019, with the Board Chair attending as an observer. The Agenda is now themed into Wellbeing plan / Communication / Events to facilitate a more strategic approach. Key actions from this meeting were to continue progressing the NSLHD Junior Medical Officer's Wellbeing Plan (which aligns closely to the NSLHD Wellbeing Plan), prepare a proposal for mentoring program opportunities, and prepare a proposal for a District wide JMO workshop natured events based on the 'World café' model.

Advice has recently been received that the 2019 NSW Health Your Training and Wellbeing Matters JMO survey has been deferred from November 2019 to April 2020. The Ministry has also indicated that work is to be undertaken into the wellbeing of senior medical practitioners to complement what is being done for JMOs.

Progress continues in relation to preparing for the next VMO Quinquennium. The majority of Level 2 Performance Reviews are now complete and plans are in place for those that were unable to complete their review by the deadline. The focus is now on transferring our clinical privileges system to the State Model Scopes of Clinical Practice in preparation for credentialing of those who are to be reappointed for the Quinquennium commencing 1 July 2020.

RESEARCH

Research Strategy

The Research Strategy is almost finalised in response to feedback from a wide range of stakeholders including an enthusiastic response from consumers. The Research Strategy is

scheduled to be launched in September 2019. The Research Advisory Committee, which has responsibility for overseeing the implementation of this plan, is to be established shortly. Following the launch of the Strategy, work will commence on the initiatives identified as being the highest priority.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Northern Beaches Hospital (NBH) Project

Testing of the Cerner Health Information Exchange (HIE) continues with good progress. The pilot rollout of the HIE with a cohort of 100 clinicians from within the LHD and at NBH commenced on 1 August 2019 with positive feedback from clinicians. The system will be made more widely available for clinicians when this final testing and supporting business enablers are complete that is expected to occur in September 2019.

eMR Connect Program – Final eMedications (eMeds) Rollouts

The eMeds system successfully went live at Mona Vale on 13 August 2019 with great feedback and adoption from clinicians. The project is tracking to schedule for the final rollouts of the system to Mona Vale (go live date 13 August 2019) and Hammond Care (go live date 17 September 2019).

PACS/RIS (Medical Imaging Solution)

A series of PACS/RIS design working groups has now commenced 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

The process is progressing well with style guides approved for improved look and feel, writing style guides being finalised and champions and users identified. A Board update will be provided in August showcasing the new NSLHD Website Designs and roadmap for future enhancements.

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 is in the final stages of development to be released in September 2019.

MENTAL HEALTH, DRUG & ALCOHOL (MHDA) SERVICES

MHDA Risk Workshop

This annual Workshop maintains currency of skills and information within MHDA in the use and application of the RiskIT platform. The Workshop was well attended and included guest speakers and subject matter experts.

MHDA Care Planning Showcase and Scoping Morning

The Mental Health Drug and Alcohol Care Planning Showcase was held on the 7 August 2019 as was well attended by over 80 staff, consumers and carers, showcasing the NSW Health and Local Health District perspective of recovery oriented collaborative care planning. The half day workshop was facilitated by members of the ACI Implementation Team and included presentations from clinicians delivering a range of services across MHDA. The event provided an opportunity to showcase innovative care planning projects currently taking place in MHDA and to discuss the important components of the design of a comprehensive care plan in the consumer's electronic medical record.

Macquarie Hospital

- *60th Anniversary Celebration*: Macquarie Hospital (formerly known as North Ryde Psychiatric Centre) accepted Mental Health consumers for the first time in 1959. A celebration to recognise 60 years of continuous service to our consumer cohort has been planned to take place on Saturday September 21st. The day will start with a service in the Chapel and will finish with lunch in NSEC. Dame Marie Bashir, AD, CVO who was our guest speaker for the 50th Anniversary will be attending again as will the former Deputy Premier of NSW/Local Member for Ryde Mr John Watkins AM. Current and former consumers, carers and staff are invited to attend.
- *The Work Health and Safety Audit 2019* occurred in the week beginning 19th August 2019 with initial feedback from the audit team that they were impressed and satisfied with the actions undertaken since the 2017 WHS audit to redress areas that needed to be improved. The formal report will follow shortly.
- *eMeds* was introduced across all units at Macquarie Hospital with 99% of staff now reporting as trained across all speciality streams – a significant effort from staff, trainers, the eMeds team, support staff and the leadership team.

Joint Regional Mental Health Plan – ‘Kick off meeting’

The Fifth Plan represents commitment from all governments to work together to achieve integrated planning and service delivery of mental health and suicide prevention related services. On 9 August, the LHD, MHDA Directorate and our local Primary Health Network (PHN) attended a two hour ‘kick off’ meeting to commence this important body of work with further consultations planned over the coming months.

MHDA Rewards and Recognition Program 2019 (14/08/19)

This annual event provides MHDA with an opportunity to celebrate the incredible people that make up the Service. Nominated staff as well as the Award winners were invited to attend together with their managers and the MHDA Executive Team.

Innovation

Together with Aboriginal Health Services, MHDA will be launching two new innovations in September 2019:

- The RNSH Wellness TV Channel
- *Ask the Question* – Animation Launch.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

- Planning for the 2019 Person Centred Care Showcase scheduled for 13 November 2019 is underway, with the theme ‘Shared Decision Making; Valuing Consumer Choice’. The Showcase will also focus health literacy and look at ways of promoting this through the Nursing and Midwifery workforce.
- The rollout of the Nursing and Midwifery Excellence Framework (NMXF) assessments is nearing completion at Ryde Hospital, with Ryde ED to be completed by the end of August 2019. The NMXF will be rolled out at RNSH during September 2019.

Clinical Practice/Safety Culture & Quality

- The NMD Safety Culture and Quality Team is working with HKH Operating Theatres following the recent observational study and the completion of the Safety Culture Surveys to provide support, education and further development of staff to build an effective workplace culture which demonstrates respect, focuses on safety, communicates effectively and works as a team.

- The Team is also working with RNSH on the Patient Special Pilot eMR program, due to commence in September 2019, and will provide education and support to facilitate this project.

Professional Development, Resources and Systems

- Interviews for the 2020 GradStart program will take place from Monday 19 August to Thursday 22 August 2019. The Nursing and Midwifery Directorate (NMD) will coordinate the interviews of over 400 applicants for 178 new graduate nursing and midwife positions across NSLHD during this period.
- 22 newly graduated Enrolled Nurses commenced their Transition to Professional Practice (TPP) program across RNSH (16), HKH (4) and Mental Health (2) from July – August 2019, with a further 3 to commence at RNSH in September 2019

2019 NSW Health Nursing and Midwifery Showcase

- The following abstracts applications were successful and will be presented at the upcoming 2019 NSW Health Nursing and Midwifery Showcase to be held on 30th September 2019 and 1st October 2019 at the International Convention Centre, Sydney.

Recognising the deteriorating resident in Residential Aged Care Facilities (RACFs): an education program to build capacity in RACFs and reduce the number of unnecessary hospital transfers	Royal North Shore Community Health Therese Jepson
Team building in Graythwaite 5	Ryde Hospital Catherine Hennessey
Implementation of a dedicated wound management service into Residential Aged Care Facilities – A pilot study	RNSH Emma Floyd
Implementation of a rehabilitative bedside clinical hand over in an inpatient rehabilitation setting	Ryde Hospital Dawn Williams
Big red kidney bus: an innovative model of care	RNSH Ling Wei
Protected patient meal times and meal tables	Ryde Hospital Feng Gibbs

Maternal Neonatal & Women's Health Network

- Neonatal and paediatric Intensive Care Services: Consultation report and recommendations
 - In late 2018 NSW Ministry of Health (MoH) commenced a planning project to develop demand projections to 2033 for Neonatal Intensive Care Unit (NICU) and Paediatric Intensive Care Unit (PICU)
 - Five key concepts linked to fourteen recommendations to optimise care for babies, children and their families in NSW have been developed
 - The NSLHD Maternal, Neonatal & Women's Health Network Executive will continue to provide leadership to ensure implementation of the recommendations within the Tiered Maternal and Neonatal Network of Northern Sydney and Central Coast LHD's.
- The Australian National Breastfeeding Strategy 2019 and beyond has been released
 - The Australian Health Ministers' Advisory Council (AHMAC), the Department of Health developed the strategy to incorporate recent research on effective strategies to support breastfeeding that are relevant to the current environment and seeks to provide an enabling environment for breastfeeding.

NORTH FOUNDATION

Preparations continue for the launch of the NORTH Foundation and the transition from the Kolling Foundation.

The following areas are key priorities for the Foundation at this time:

- Completing the design and development of the new NORTH Foundation website
- Designing new NORTH Foundation collateral
- The Official launch of the NORTH Foundation on 24 September at RNSH
- Recruitment and onboarding of new Foundation Board members
- Establishment of Development Committee. The Development Committee will be primarily responsible for driving engagement and activities that seek philanthropic support for the NORTH Foundation's fundraising pillars:
 - Reviewing the development of fundraising goals
 - Assisting in the conception and delivery of activities to meet these goals
 - Utilising personal and business networks to foster engagement and philanthropy
 - Working closely with the Board to cultivate gifts and relationships.

KOLLING INSTITUTE OF MEDICAL RESEARCH

The Joint Venture Agreement for the Kolling Institute of Medical Research now been signed by Northern Sydney Local Health District and the University of Sydney and the first meeting of the newly formed Governance Committee took place on Wednesday 21 August. The Agreement strengthens the commitment of NSLHD and the University as Joint Venture partners in fostering and encouraging medical research through the Kolling Institute which will provide significant benefit for patients and the people of NSW.

Professor Carolyn Sue, Director Kolling Institute of Medical Research, has commenced work on a new strategic plan for the Kolling. The Kolling hosted the John Walsh Centre for Rehabilitation Research (JWCRR) Annual Forum on 19 August. The event was attended by industry, health, university and consumer representatives and the JWCRR presented updates on their translational research and recent publications.

A well-attended Kolling Town Hall meeting was hosted by Professor Sue on Wednesday 14 August. The audience heard from Professor Martin Ugander, a newly recruited to the Kolling Professor of Cardiac Imaging, Stefan Manidis regarding research support available remotely through the University as well as from Professor Sue, who provided an update on strategy development. Dr Patricia Dwight also presented on progress being made in the support of early and mid-career researchers through the Kolling, with further training and supports being planned in this regard.

SYDNEY NORTH PRIMARY HEALTH NETWORK (PHN)

The Ministry have released information about the Collaborative Commissioning program, which will require LHDs and PHNs to form partnerships to commission community based services. There is an expectation that a proportion of LHD community based resources will be allocated through this joint commissioning process. NSLHD and SNPHN are currently working together to design how we should approach this in Northern Sydney.

Work continues for our priority area of integrating care for frail older persons and support for Residential Aged Care Facilities. Actions for this month have included; supporting the trial of telehealth for our Aged Care Rapid Response services, assessing mobile x-ray service

options, and developing our frailty program (to include co-design and patient journey mapping). Consultations are underway for the Joint Regional Mental Health Plan. NSLHD and SNPHN have also established a pilot project with Health Direct to get an accurate and up to date list of GP details to support sharing clinical documents between GP and LHD Medical Record systems.

CAPITAL WORKS

Hornsby Hospital Redevelopment

- The Medical Imaging building is nearing completion with internal fit-out expected to be completed in late August. The northern portion of the main towers is getting higher with Level 5 concrete pour due to occur in late August.
- Operational User Group (OUG) meetings are underway with pharmacy, paediatric ward, ICU, outpatient services, mortuary, front of house and back of house all progressing with developing models of care/ business processes and confirming the required workforce.
- Planning for Stage 2A has commenced with the development of the functional design brief and the schedule of accommodation. The concept design phase is now complete with all user's endorsement agreed.

Royal North Shore Hospital

- Works are underway to supply water to the SHOR building, sourcing it from a hydrant on the Pacific Hwy. This involves trenching works which are being carried out between 9pm and 5am with traffic control managers in place.
- Second stage works to source high voltage power from the substation proximal to the P1 car park to the SHOR building will commence on 9 September. Part of these works will involve excavation of the Reserve Rd footpath at the Kolling Building forecourt. Traffic control managers and barricades will be in place for the duration of the works. These works will be of two weeks duration.
The second tranche of works to upgrade the Ausgrid high voltage power cables under Westbourne St and Reserve Rd has commenced and will be completed in October. Traffic control managers are in place.

EXECUTIVE APPOINTMENTS

Mr Mark Zacka has been appointed as the Director Clinical Governance, NSLHD, and will commence on 30 September 2019.



Deb Willcox
Chief Executive

Date: 10.9.19