

---

**Chief Executive's Report to the NSLHD Board,  
the Finance, Risk & Performance Committee,  
and the Board, Audit & Risk Committee  
September 2020**

---

## Contents

NSLHD PERFORMANCE .....	2
Safety and Quality Indicators (August 2020).....	2
SAFETY AND QUALITY .....	2
PATIENT FLOW AND SERVICE ACCESS .....	3
Northern Sydney Local Health District (NSLHD).....	3
Northern Beaches Hospital (NBH).....	4
SERVICE IMPROVEMENT AND INNOVATION .....	5
INTEGRATED CARE .....	5
FINANCIAL PERFORMANCE.....	5
SERVICE UPDATES .....	6
Aboriginal Health Service .....	6
Allied Health .....	7
Mental Health, Drug & Alcohol (MHDA).....	7
Primary & Community Health (PACH) .....	7
Counter Disaster .....	8
COMMUNICATIONS.....	8
INFORMATION & COMMUNICATION TECHNOLOGY (ICT) .....	9
MEDICAL SERVICES .....	10
NURSING AND MIDWIFERY.....	11
PEOPLE AND CULTURE .....	12
RESEARCH.....	13
Kolling Institute of Medical Research.....	13
NORTH FOUNDATION.....	13
STAKEHOLDER MAP.....	15
Hornsby Ku-ring-gai Hospital .....	16
Mona Vale Hospital.....	17
Royal North Shore Hospital.....	18
Primary and Community Health .....	21

## **NSLHD PERFORMANCE**

NSLHD remains at Performance Level 0

### **Safety and Quality Indicators (August 2020)**

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>2</sup>		< 2.0	0.3	1.7		< 2.0	0.8	1.2
ICU CLAB Infection Rate <sup>2</sup>		= 0.0	0.00	0.00		= 0.0	0.00	0.00
Incorrect Procedures: OT		= 0	0	0		= 0	0	0
MH: Readmissions within 28 Days <sup>2</sup>		≤ 13%	8.9%	4.1%		≤13%	9.4%	3.6%
MH: APDC Follow Up Within 7 days <sup>2</sup>		≥ 70%	79%	9.0%		≥70%	82%	12.4%
Unplanned Hospital Readmissions <sup>#</sup>		8.6%	6.9%	1.7%		8.5%	7.4%	1.1%

<sup>2</sup>Data 2 month delay

<sup>#</sup>Unplanned Hospital Readmissions targets are prior year actual.

## **SAFETY AND QUALITY**

### **Falls Prevention**

NSLHD fall with injury rate, in patients who are greater than 70 years, is the third highest across the state. The District Acute/Sub-Acute Falls Prevention Committee continues to work in collaboration with hospitals and services, clinicians, patients and carers to reduce falls risk, and is in partnership with the Clinical Excellence Commission (CEC), to relaunch initiatives from the Leading Better Value Care Falls collaborative.

These initiatives include:

- Reducing the falls risk screening time to within 8 hours instead of 24 hours of admission to bring NSLHD in line with other NSW Hospitals.
- The use of the Adult eFRAMP Falls Management Plan in eMR to replace the paper-based version.
- Safety Huddles to pro-actively manage any falls risks.
- Meaningful intentional rounding to regularly check on the needs of high-risk patients at scheduled times, post-fall huddles.
- 'Give it a Go' mobility enhancement and standardised mobility terminology encouraging nursing staff to use clinical judgement criteria to allow selected patients to mobilise without allied health assessment in order to reduce deconditioning.

### **PROMPT – Document Management System**

The PROMPT system is a unique document management system designed specifically for health services. PROMPT is widely adopted throughout Victoria (108 health service organisations) and interstate interest is growing.

NSLHD is implementing the PROMPT system to improve staff access to Policies, Procedures and Clinical Guidelines, document control efficiencies and legislative alignment. These improvements will in turn support safe best practice at the frontline of NSLHD's healthcare.

## **Medication Safety**

October is Medication Safety month and the Clinical Governance Unit is preparing a virtual symposium. This year the focus will be on *what do you do for medication safety?* Videos from Professor Ric Day (UNSW and St Vincent's Hospital), Dr Peter Kennedy (eHealth), as well as from NSLHD staff on their safety projects will be available on the NSLHD intranet throughout October. To date nine poster applications have been received. Hospitals and Service will also host local medication safety related events.

## **New Consumer and Patient Experience Manager**

The District has appointed a new Consumer and Patient Experience (CAPE) Manager. Alicia Wood will commence in late September 2020 and has extensive co-design and change management experience. She was the first Chair of the Clinical Excellence Commission Partnering with Patients Committee, and was the Program Lead for Integration and Enablers - Consumer Engagement and Co-Design in Western Sydney Local Health District, delivering the Consumer Engagement Framework. More recently she worked as a Project Officer for Integrated Trauma Informed Care (ITIC), Agency for Clinical Innovation. Alicia holds the honour of being the first Australian Fellow in the *Planetree Person Centred Care Program*.

## **PATIENT FLOW AND SERVICE ACCESS<sup>1</sup>**

### **Northern Sydney Local Health District (NSLHD)**

Across NSLHD, there were 11, 652 presentations to Emergency Departments (EDs) in July 2020, a decrease of 13% (1743) compared to presentations in July 2019.

NSLHD continues to perform strongly for Transfer of Care, achieving 96% for July 2020. ETP for the month was 71%. Within this, Ryde Hospital achieved 80%, Hornsby Ku-ring-gai Hospital (HKH) achieved 84% and Royal North Shore Hospital (RNSH) achieved 61%.

NSLHD had 79 patients overdue for elective surgery at the end of July 2020, reflecting the impact of the COVID-19 pandemic. Temporary measures have been introduced across the District to ensure patients continue to receive timely access to elective surgery including:

- Centralisation of elective surgery bookings across NSLHD.
- Clinical prioritisation of Category A, emergency and cancer surgical cases.
- Clinical review of Category B and C patients currently on the waitlist.
- Selected Category A elective surgery cases requiring ICU post operatively are continuing to be performed at North Shore Private Hospital and Macquarie University Hospital.
- Appropriate Category B and C cases performed through collaborative care arrangements at private facilities in NSLHD.

### **ED Presentations**

ED presentations to NSLHD for July 2020 decreased by 1743 patients overall compared to July 2019.

### **Emergency Treatment Performance (ETP)**

ETP for NSLHD was 71% in July 2020 against the target of 81%. This is an increase of 4% compared to July 2019.

ETP at RNSH was 61% for July 2020, an increase of 1% from July 2019. Presentation numbers decreased by 12.3% (905 patients) when compared to July 2019.

---

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

ETP at Ryde Hospital was 80% for July 2020, demonstrating no change from July 2019. Presentation numbers decreased by 20.3% (495 patients) when compared to July 2019.

ETP at HKH was 84% for July 2020, an increase of 10% from July 2019. Presentation numbers decreased by 9.5% (343 patients) when compared to July 2019.

### **Transfer of Care (ToC)**

NSLHD continues to perform strongly against this indicator, achieving 96% for July 2020 against the target of 90%.

ToC at Ryde Hospital in July 2020 was 98%, this is alongside a 13.5% decrease in ambulance arrivals (83 ambulances) when compared to July 2019.

ToC at RNSH in July 2020 was 93%, this is alongside a 5.3% decrease in ambulance arrivals (94 ambulances) when compared to July 2019.

ToC at HKH in July 2020 was 98%, this is alongside a 14.8% decrease in ambulance arrivals (118 ambulances) when compared to July 2019.

### **ED Triage**

NSLHD met the ED triage targets for all categories for July 2020. Within this, targets for all categories were met by all facilities.

### **Elective Surgery Access Performance (ESAP)**

At the end of July 2020, there were 79 patients overdue for elective surgery (1 Category 1 patient, 12 Category 2 patients and 66 Category 3 patients), reflecting the impact of the COVID-19 pandemic and Ministry directive to cease all non-urgent elective surgeries.

ESAP for Category 1 patients was 100%. Category 2 performance was 86%, and Category 3 performance was 79% against the target of 97%. As overdue patients are admitted for their elective surgery procedure on time performance declines. On time performance improves as overdue numbers decline and patients are once again admitted within their clinical priority category.

A NSLHD wide project focused on the management of surgical waitlists is underway.

### **Average Length of Stay (ALOS)**

The ALOS at HKH for July 2020 was 3.74 days, and has been consistently below the target of 3.98 days for 12 months. The ALOS at Ryde for July 2020 was 4.85 days, above the target of 3.79 days. The ALOS at RNSH for July 2020 was 4.80 days. This is below the target of 4.94 days.

### **Northern Beaches Hospital (NBH)**

#### **ED Presentations**

NBH has continued to report high volumes within the Emergency Department, primarily as a result of presentations to the COVID-19 Clinic, which is registered as Category 5 ED Activity.

NSLHD analysis shows that when COVID-19 Clinic presentations are removed, demand for ED services is equivalent to August 2019 volumes.

In August 2020, NBH recorded 14,867 presentations with 9,264 of these presentations linked to the COVID-19 Clinic.

## **Transfer of Care (TOC)**

NBH continues to perform strongly against TOC targets, achieving 99.1% for August 2020.

## **Emergency Treatment Performance (ETP)**

Total ETP Performance has also been sustained at 90.8% in August 2020. Challenges are still noted in Triage Category 2 (66.1%) and Triage Category 3 (70.4%).

## **SERVICE IMPROVEMENT AND INNOVATION**

### **Telehealth evaluation**

The Telehealth evaluation has been completed which found that over 2000 clinicians across 100 services are now using Telehealth platforms to provide patient care. 73% of clinicians indicated they would continue to use Telehealth after COVID-19 and 91% of patients indicated they would use Telehealth again.

The evaluation identified several areas of improvement in operational processes, technology infrastructure and training and support. A sustainability action plan will now be developed to address these areas to ensure Telehealth can continue post COVID-19.

### **The Pitch**

The Innovation Pitch project winner *Brace Yourself* from December 2019 has now implemented their idea to develop an information video about the correct donning and doffing procedures for cervical collars for spinal patients. Led by Anneliese Harris, Physiotherapist, RNSH, and Judith Wong, Senior Physiotherapist, RNSH, the project includes education about changing from a Miami J collar to Philadelphia collar for showering in both a supine and seated position, correct fitting of both collars and important tips such as avoiding the risk of pressure injuries. The team are now in the evaluation phase of the project.

The next Pitch event will be held in November 2020 and applications are now open.

## **INTEGRATED CARE**

Joint work with the Primary Health Network (PHN) continues on the Collaborative Commissioning program, the Joint Regional Mental Health Plan, and support to Residential Aged Care Facilities.

Weekly meetings are continuing to support the coordination of the ongoing response to COVID-19, including facilitating General Practitioner involvement in the NSLHD *Strike Force* response designed to manage outbreaks in Residential Aged Care Facilities.

Other joint activities currently underway include:

- Developing HealthPathways for Gastro, Respiratory and Surgery;
- Collaboration on the Focus on New Fathers (FONF) Project;
- Development of a Palliative Care pathway and services.

## **FINANCIAL PERFORMANCE**

### **General Fund**

#### **Overview**

The District's Net Cost of Service (NCOS) for August 2020 was \$18.2m (14.3%) unfavourable, resulting in \$28.4m (11.9%) unfavourable position YTD. This unfavourable position incorporates incremental costs associated with the District's COVID-19 response. Hence, after adjusting for the impact of the COVID-19 response, the NCOS for August 2020 YTD is \$5.6m (2.3%) unfavourable.

The District will address this deficit by working collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability.

Furthermore, District Finance will support the Performance Support Team (PST) and the effort of each hospital and service to develop and execute Roadmap Savings Initiatives.

District Finance is continuously monitoring the LHD's COVID-19 response and will work closely with the MoH to assess its impact on the financial results for 2020-21.

### **Total Expenses**

YTD total expense after adjusting for the COVID-19 impact is \$5.1m (1.7%) unfavourable. This deficit is primarily driven by FTE and G&S costs at RNSH. The LHD will work closely with RNSH to reduce this deficit via Roadmap savings strategies.

Overall YTD COVID-19 expense for the District is \$23.1m which is mainly composed of COVID-19 clinics, testing and outsourced patient services activities.

### **Revenue**

Total NSLHD Own Sources Revenue is \$0.45m (2.5%) unfavourable YTD. This is primarily driven by declining overseas visitor and work cover income.

District Finance's Revenue team continues to work closely with each hospital and service to explore any revenue generating opportunities. Furthermore, the Patient Liaison Officer team at each hospital and service continues to closely monitor and improve its Private Patient conversion rate.

### **Other item/s**

The August 2020 operating bank account cash balance held at Westpac was \$16.9m. Under the Ministry of Health Cash Management Reform initiative, Health Entity's creditor payments and PAYG tax payments are paid centrally by Health Share. NSLHD's cash reserve buffer reported in the 2020/21 Service Agreement is maintained at \$1.5m.

The MoH will sweep Health Entity's bank accounts of funds in excess of the Service Agreement cash reserve buffer on 3 September 2020.

## **SERVICE UPDATES**

### **Aboriginal Health Service**

#### **Aboriginal and Torrens Strait Islander Cultural Engagement – Self Assessment**

The NSW Health Services Aboriginal Cultural Engagement Self-Assessment Tool aims to identify ways of strengthening cultural engagement between NSW Health organisation staff and their Aboriginal stakeholders by bringing a continuous quality improvement cycle to cultural engagement. The Tool supports health services in assessing whether there has been a measured approach towards the delivery of culturally safe and accessible health services for Aboriginal patients and clients.

Earlier this year, the Ministry of Health's Centre for Aboriginal Health required all Local Health Districts to complete the Tool by mid-October 2020. Staff from all levels across the organisation have been invited to complete the self-assessment and Aboriginal Health Services together with the Clinical Governance Unit are working with wards and Hospitals/Services in developing action plans to address identified gaps. This important initiative aligns with several requirements expressed within the National Safety and Quality Health Service (NSQHS) Standards.

## **Respecting the Difference**

Aboriginal Health Services have recommenced the delivery of Face to Face Respecting the Difference training. Respecting the Difference – Aboriginal Cultural training addresses the need for organisations to provide more respectful, responsive and culturally safe services.

The training is designed to give staff the necessary knowledge and skills to interact positively with Aboriginal people and communities to improve healthcare. Four sessions were delivered across August and September and six more sessions are planned for the remainder of 2020.

## **Allied Health**

Allied Health Professionals (AHP) Day will be celebrated on 14 October 2020. The AHP Day is a social movement to recognise the contribution of AHP to patient care and a chance to get to know and celebrate the skills and achievements of our allied health workforce.

Following on from the inaugural year in 2019, the primary aims this year are to increase awareness and engagement of AHP Day among the service, our colleagues and the local community.

Over a period of 10 weeks, commencing 1 September 2020 posts will be uploaded onto Facebook, Twitter and LinkedIn, covering our allied health professions, across NSLHD. These stories will display compassion, empathy, understanding, kindness, hope and reflect on different facets of healthcare and the patient journey from heartbreak to inspiration, as well as pay tribute to our allied health workforce.

This year will see the introduction of several recognition awards. These awards will recognise allied health staff who have made an extraordinary achievement over the past 12 months.

## **Mental Health, Drug & Alcohol (MHDA)**

In response to the COVID-19 funding enhancements allocated to MHDA for capital and staffing, the Service has undertaken significant work in developing projects plans, position descriptions and associated recruitment activities over the past month. Evaluation frameworks are also being established.

## **Primary & Community Health (PACH)**

NSLHD is one of four NSW LHDs to receive 12 months grant funding to pilot ways to offer new fathers and partners the option to register with SMS4Dads. SMS4Dads a digital information service first developed at the University of Newcastle. The pilot project partners include health care providers across public and private hospital maternity services, obstetricians, GPs and NSLHD Child and Family Health services.

NSW Health has engaged the Parenting Resource Centre and the University of Newcastle to evaluate:

- The project outcomes to inform future NSW Health policy direction.
- Whether SMS4Dads is an effective way to undertake psychosocial screening for new fathers who may be at risk of postnatal depression.
- The efficacy of promotional strategies used to promote enrolments with SMS4Dads.
- Outcomes eg. enrolment take up and percentage of dads/partners whose psychosocial screening result indicated that they were experiencing anxiety and depression.
- New father and partner experience and satisfaction with SMS4Dads information - as part of a health literacy program.
- In addition to evaluating SMS4Dads NSLHD Maternity and Child and Family Health Services will develop health pathways for new fathers and partners who need support after having a baby.



## **Counter Disaster**

- NSLHD is supporting the state operations within the Police Operation Centre. Health Liaison Officers are required to work in collaboration with State Health Emergency Operations Centre Exemption Unit and Police Incident Management Team to ensure that the Public Health Order is being met.
- This month's activity predominantly related to returning international travellers and compliance with border, COVID-19 Safe Plans and ensuring the flow of information between the two agencies is validated and complete.
- In collaboration with ICT the team is also working with the hospitals to change over backup phones to a new system due to the roll out of NBN across the district. Royal North Shore Hospital has been completed and Hornsby Ku-ring-gai, Mona Vale and Ryde hospitals are all in the planning stage.

## **COMMUNICATIONS**

### **Internal communications**

- Attended the RNSH Heads of Department Surgery and Anaesthesia meeting to discuss potential good news and media stories to promote in newsletters/social media and in media.
- Provided communication support to the Commissioning Collaboration project with the Sydney North Primary Health Network.
- Two NSLHD newsletters were produced in August covering COVID-19 public health messaging, health promotion and staff achievements.
- Supporting Ryde Hospital's frailty initiative by creating posters for the hospital's waiting area.
- Stock photography organised for hospitals and services to be used in district publications and the new website.
- Assisted with the promotion of Exceptional People Awards.
- Communication for STEPtember Cerebral Palsy initiative.
- CE broadcasts to all staff regarding important changes due to COVID-19.
- Posters and signage creation for COVID-19.
- Change communication and planning for upcoming department moves at Hornsby Hospital redevelopment.
- Assistance provided to Hornsby Hospital's Nursing Executive for development of posters and banners.
- Internal communications around the planning for the new Kolling Research Strategy and a new professional development webinar series.

### **Social media**

- COVID-19 public health messaging to the community.
- RNSH researchers' trialling a new maternal and fetal monitor in a landmark trial.
- The remaining Be Like Rita COVID-19 safety campaign was released with high levels of engagement. Collectively the campaign – which involved seven posts across all NSLHD and hospital social media channels – reached over 233,700 people.
- Social media posts highlighting the latest research progress, awards and funding announcements, including an award for Professor Sarah Hilmer and two trials for musculoskeletal conditions.
- For the month of August, our Facebook pages posted 114 times, reaching almost 630,000 unique users. More than 32,300 people collectively liked our pages.
- On Twitter, the district gained 26 new followers and almost 9000 tweet impressions, while the district gained 319 new followers on LinkedIn.
- The district launched its new NSLHD Instagram page, allowing us to post photos of events and staff to followers.

### **External media**

- Peninsula Living published an article on mental health services available on North Shore/Northern Beaches during COVID-19.
- IT News interviewed NSLHD Telehealth project officer on use of Telehealth.
- Topical media releases on spring allergies and snake bites.
- Local Member for Hornsby visited Hornsby Hospital staff for photo opportunity in relation to COVID-19 response. Picture supplied to *Bush Telegraph* magazine.
- Media coverage, including a Channel 9 news story announcing an Australia-wide spinal injury trial led by the Kolling's Prof Lisa Harvey. Former Wallaby Richard Tombs featured in the story after receiving treatment at RNSH.
- Media coverage, including an ABC radio interview with Prof Lyn March, following the release of research on the increasing incidence of gout.
- Media release profiling research on opioid use after car accidents.
- Statements issued in relation to COVID-19 cases.
- Kolling community newsletter, featuring the latest research publications, trials and research activity across the Kolling, including COVID-19 related research.

### **Upcoming events**

- Member for Hornsby visiting Hornsby Hospital paediatrics (photo opportunity).
- Planning for Exceptional People Awards (December).
- Planning for the Annual Public Meeting (27 November).

### **Projects**

- Development for NSLHD Research Year in Review.
- NSLHD podcast development.
- Filming for RNSH corporate services on security orientation.
- Planning is underway for the launch of the Diversity Inclusion and Belonging Strategy.
- Website development progressing and entering final phase for launch.
- Additional Kolling 100 year celebrations collateral installed on campus.

## **INFORMATION & COMMUNICATION TECHNOLOGY (ICT)**

### **COVID-19 ICT solutions**

ICT continues to find innovative solutions to the challenges arising from the COVID-19 response. Through August, ICT was able to support the commencement of the Pennant Hills Community Health Centre, Mona Vale Hospital and Macquarie Hospital COVID-19 testing clinics as well as configuration changes to the Ryde Hospital clinic.

In partnership with Finance and Corporate Services, initial scoping has commenced looking into the use of thermal imaging technology for temperature screening as part of the COVID-19 response. This included a site visit during the month to Royal Prince Alfred Hospital whom have implemented this technology.

### **Electronic Medical Record (eMR) Delivery Program**

In collaboration with eHealth, ICT continues to progress work towards the implementation of several initiatives to enhance clinical documentation and workflow in eMR. In particular:

- The Advance Care Planning (ACP) pilot solution was successfully implemented on 14 July 2020 with continued good adoption by clinicians. The next stage focuses on evaluation and a post implementation review of the tool. It is scheduled to be completed in October 2020.
- End of Life Care solutions to go live in NSLHD on 15 September 2020.
- Additional funding has been allocated from eHealth to further enhance the electronic medications management workflow. ICT will work in partnership with eHealth to plan for the implementation of these enhancements and is scheduled for completion by June 2022.

### **PACS/RIS Upgrade**

Planning continues for the implementation of the State-wide PACS/RIS Program (Medical Imaging System Replacement/Upgrade).

NSLHD is partnering with Central Coast Local Health District and eHealth NSW. The program will go live during April-May 2021. The project has transitioned from a planning to delivery phase and has welcomed four new members (Change Manager and Business Analysts). Additional vendor resources have commenced work on the project.

The Project Team continues to work on future state workflows and data collection, supported by vendor resources. The vendor will be providing the Site Workflow Analysis document containing their recommendations following the vendor site visits. The Project Team are also in the process of convening clinical working groups for validating the workflows and configuration decisions. Significant progress has been made with data cleansing activities and work is starting on integrating the eMR with the new PACS/RIS applications.

### **Grand Rounds Programme Relaunch – Online Delivery**

NSLHD / RNSH's Grand Rounds programme was suspended due to COVID-19 – ICT is partnering with eHealth to support the relaunch of this programme using online broadcast platforms, supported by a SharePoint Online 'Communications Site'.

On this platform the event schedule, join instructions, support material, collateral, related news and past recordings can be published and accessed. Using the Skype Broadcast (and soon, Teams Live Event) and NSW Health's SharePoint Online platform, ICT and eHealth can provide a supported, functional and secure solution that has been endorsed for sensitive clinical and corporate content.

The experience will be further enhanced through the added collaboration and communication features available across Microsoft Teams, MS Teams Rooms and SharePoint Online. A connectivity and workflow test, and planning discussion was conducted on 1 September at RNSH, with the relaunch scheduled for 16 September. eHealth and ICT will support marketing and communication efforts through initial setup of the Communication Site and QR code creation for the event posters.

### **Web Enhancement Project**

The Web Enhancement project is progressing well with content migration activities nearing completion and final stakeholder reviews underway. Consumer testing including patients, visitors, carers, Board members and Executive staff is underway with good feedback being received. Face-to-face and Skype/Zoom sessions have been organised in-line with social distancing measure. Testing is planned to be completed by 7 September 2020. A CE and Board review has been scheduled for 22 September 2020 as the final approval before it goes live.

### **WINDOWS 10 Upgrade**

The Windows 10 project continues to progress smoothly, remaining on track for completion by the end of 2020. As at 31 August 2020, 77% of computers have been upgraded.

## **MEDICAL SERVICES**

### **Senior Medical Practitioners**

Hornsby and Royal North Shore Hospitals released two Specialist Emergency Physicians during September 2020 to support Albury Hospital following the NSW and Victoria border restrictions implemented in response to COVID-19.

## **Junior Medical Officers (JMOs)**

In response to feedback from the JMO Wellbeing Board Committee, a webinar about Personal Protective Equipment for all NSLHD doctors-in-training is being arranged. The Agency of Clinical Innovation has also been invited to speak at the event.

Annual recruitment of JMOs continues and we are in the process of identifying the resources that will be required to implement ROB JMO, the new Recruitment On Boarding system for junior doctors, that will go live next year.

## **NURSING AND MIDWIFERY**

### **COVID-19**

The Nursing and Midwifery Directorate (NMD) continues to provide significant support and coordination across responses to COVID-19:

- Continued staffing and operation of community COVID-19 clinics at Ryde, Royal North Shore Hospital, Brookvale Community Health Centre. In addition, the NMD has taken responsibility for the COVID-19 clinic at Mona Vale Hospital.
- Continued operation and oversight of the NSLHD 'Virtual Hospital'.
- Continued operation of Temperature Check Stations to help identify anyone who may require testing and prevent spread of the virus.
- Ongoing provision of staff to Sydney Airport in support of SLHD's Airport Screening Team.

### **Safety Culture and Practice Development**

The three month evaluation of the Patient Story Collection Project at Ryde Hospital from participants and Nursing Executive has not only shown continued staff involvement and engagement in the initiative, but has demonstrated how patient stories support quality improvement and practice change. There is a planned training program for RNSH nursing staff in October to reinvigorate the collection and use of patient stories at this hospital.

The team has been reviewing and mapping NSLHD nursing and midwifery position descriptions to the Public Sector Capabilities. It is envisaged that this extensive work will provide the framework for future attraction, recruitment, development and retention of a capable and agile nursing and midwifery workforce for NSLHD.

The NMD has been working collaboratively with Clinical Governance, Pharmacy and facilities to update policies and guidelines in readiness for accreditation. To date, the following policies have been completed:

- Nurse Initiated Medications PR2013\_009.
- Cognitive Impairment (Delirium, Mental Disorders, Intellectual Disability, Dementia) GE2015\_011.
- Delirium in Adults GE 2012\_012.

The following policies are in the process of being reviewed:

- Medication Administration (Adult Patients) Nursing PR2013\_007.
- Clinical Handover-Nursing & Midwifery staff in an Acute Care Setting GE2017\_030.

An educational program is in development to support the changes in cognitive impairment identification and management across NSLHD hospitals and services. The team has worked with Hospitals to embed Meaningful Hourly Intentional Rounding into practice to support patient safety and enhance practice. This will include establishing safety huddles within 'business as usual' practices to enhance collaboration and communication.

A Mental Health Pathways in Practice (MHPiP) workplace learning culture survey has been distributed to all Nursing Unit Managers (NUM), Team Leaders, Clinical Nurse Educators (CNE) and Clinical Nurse Specialists (CNS) across NSLHD MHDA Services.

The survey is structured around three topic areas to measure learning effectiveness within the workplace including a supportive learning environment, learning processes and practices and leadership behaviour.

### **Workforce Capacity and Development**

The NMD Workforce team continue to support recruitment activities across the District including:

- Coordinating and/or participating in administrative, Assistant in Nursing (AIN) and Registered Nurse (RN) interviews in support of the NSLHD COVID-19 response.
- Coordinating and participating in RN roles for the NSLHD Public Health Unit.
- Specialty and general staff for the NSLHD Nursing and Midwifery Casual Pool.
- NSW Ministry of Health Campaign recruitment for MidStart and GradStart.

21 Student Enrolled Nurses are currently on placement across NSLHD facilities and under supervision of NMD Clinical Support Educators.

### **Maternity Services**

The Safer Baby Program Clinical Excellence Commission internet site has been updated with additional resources relating to maternity and neonatal care during Covid-19.

### **Patient Access and Logistic Unit (PALS)**

NSLHD Patient Transport Service (PTS) pilot program is now moving into the evaluation phase having seen a number of successes to date. The evaluation will look to understand key learnings and value added with regard to the following initiatives;

- Afternoon transport planning meetings.
- Communication process and locking in/fixing vehicles for prior day bookings.
- Dedicated dispatcher team.
- Call-a-heads to minimise on-scene cancellations.
- Optimising multi-loading and taxi usage.
- Switching off PTS auto-planner.
- Maximum 15 minute on-scene time for PTS crews.

A report will be developed to showcase the benefits and learnings realised through the pilot. A number of these initiatives tested through the pilot have been now implemented as 'business as usual' practices, it is also anticipated that the initiatives tested in NSLHD will be rolled out across other LHDs.

## **PEOPLE AND CULTURE**

### **COVID Staff Welfare team**

COVID Staff Welfare team looked after 73 staff self-isolating after contact with a COVID-19 positive person. Staff were appreciative of the support and ongoing evaluation of the service continues.

### **STEPtember 2020**

This year the NSLHD STEPtember challenge was launched by Deb Willcox via a video broadcast encouraging staff to sign up for our 5<sup>th</sup> year of this very successful Health and Wellbeing initiative. Promotional stands took place across the district during August and we are again this year supported by our partners Smartsalary.

NSLHD is off to a flying start with 579 participants registered and \$10,344 already raised the day before the challenge kicked off on 31 August. This is a fantastic achievement as we continue to work within the COVID-19 restrictions that are in place.

## **R U OK? Day September 2020**

R U OK? Day encourages everyone to meaningfully connect with the people around and support anyone who may be struggling. A quiz on how to ask the question R U OK? has been developed as part of the promotional activities this year.

## **RESEARCH**

### **Research Newsletter**

NSLHD has recently established a newsletter detailing key events, grants, training and so on for more than 250 researchers across NSLHD. The feedback on this to date has been positive, with many staff asking to be added to the mailing list to stay abreast of relevant research related news.

### **Sydney Health Partners - Platform Three**

NSLHD continues to lead this series of projects designed to make it easier to commence research across the SHP partner organisations. NSLHD has recently undertaken a series of one on one meetings with the partner organisations to firm up responsibilities with regards to the individual projects identified, and to ensure progress continues.

One of the more complex projects within this group is a governance streamlining process. This month, WSLHD, NSLHD, USYD and SCHN completed a mapping process, identifying over 50 governance requirements, and ensuring that where possible, these requirements are consistent across the partner organisations.

### **COVID-19**

NSLHD supported the submission of four high quality expressions of interest (EOI) for the second round of the Office for Health and Medical Research COVID-19 grants. The first round gave priority to indigenous research and lab based research, with support also provided to add COVID-19 data to the 45 and Up longitudinal study. The outcomes of the EOI round are expected in mid-September, with successful applicants invited to submit full applications for consideration.

### **Kolling Institute of Medical Research**

The Kolling Institute has commenced organisational arrangements to support the implementation of the new strategic plan, pending approval from the NSLHD and University of Sydney. This includes consulting with researchers to identify potential research leadership candidates to partake in the development of a model to drive the strategy forward.

### **Nursing Research and Practice Development**

Nursing Research and Practice Development are involved in Nursing and Midwifery Clinical Services Planning for the Ryde Hospital re-development. Researcher Master Classes have recommenced via SKYPE. Individual clinician research consultations for design and analysis of hospital data have also commenced and COVID-19 Nursing and Midwifery studies are underway.

## **NORTH FOUNDATION**

### **NORTH Foundation Strategy Day**

Following the NORTH Foundation Strategy Day in August 2020, a number of strengths were identified including increased capability with new team members and clear accountabilities; clear strategic direction and major priorities; establishment of the Development Committee; stronger clinical engagement, and importantly, a highly engaged Board providing enhanced capability and strong governance.

Areas for further consideration included ensuring fundraising and philanthropy activities were aligned with NSLHD and Kolling Institute priorities, the types of fundraising strategies being implemented, and impact measures.

### **Development Committee**

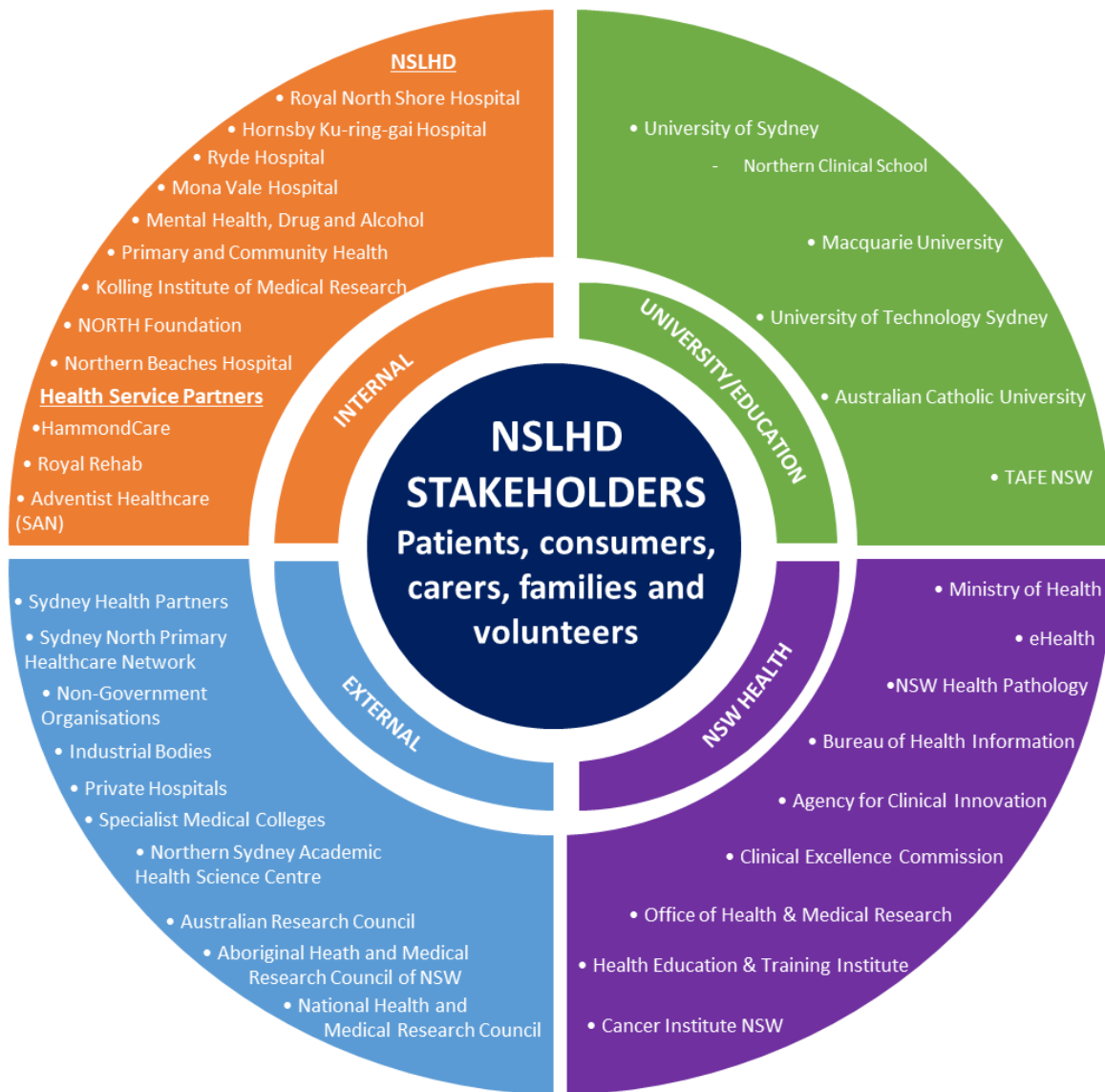
The Development Committee made a number of recommendations relating to 'Grateful patient' giving, engaging medical staff, major gifts and bequest, corporate partnerships and community fundraising, and media and communications. The NORHT Foundation will work through the recommendations over the coming months.



Deb Willcox  
**Chief Executive**

**Date:** 15 September 2020

## STAKEHOLDER MAP





## GENERAL MANAGER REPORT

### Key Updates:

Recruitment for the Stage 2 redevelopment has commenced across all areas.

### Emerging Trends/Issues for noting

The hospital continues to sustain its Emergency Treatment Performance (ETP) and work is continuing to improve elective surgery performance. Emergency Department (ED) attendances remain moderately below previous years largely due to the reduced prevalence of influenza like illness in the community.

### Clinical Developments (including Patient Experience, Safety & Quality):

The hospital continues focusing on reducing serious falls with harm.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Team of the month awards continued with recognition to the Physiotherapy Department. On 27 August 2020, the hospital celebrated all administration staff.

### Capital Works

Final preparation continues for the move of Paediatrics on 15 September 2020. ICU, Outpatients and Pharmacy continue preparation for their moves prior to Christmas. The main works continue with the new expanded Emergency Department and the front entrance beginning to take shape.

## GENERAL MANAGER REPORT

### Key Updates:

The hospital has implemented a rapid response to falls. Changes implemented include creating an observation station for the highest risk patients, formalising and documenting safety huddles at shift handover and increasing use of the e-falls risk assessment. As a longer term intervention, workshops will be held with staff to understand the situation on each ward and use patient stories to educate staff on the impact of a fall on a patient. Since these changes were implemented the number of falls has decreased significantly.

### Emerging Trends/Issues for noting

Presentations to the Urgent Care Centre are gradually increasing to pre-COVID-19 levels.

### Clinical Developments (including Patient Experience, Safety & Quality):

The Geriatric Evaluation and Management (GEM) model of care is being finalised. A GP survey regarding the service indicated that 92% of GPs felt that the model of care would benefit their patients. The GPs indicated that they would join the patient's multidisciplinary case conference to continue their care post discharge.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Union consultation regarding the staffing profile for the new GEM/Palliative Care Unit has commenced. The unit will be staffed by approximately 50 FTE across the disciplines of medicine, nursing, Allied Health, administration and support staff.

### Capital Works

The GEM/Palliative Care building is now complete and was formally handed over to the LHD on 2 September 2020.

## GENERAL MANAGER REPORT

### Key Updates:

RNSH continues to focus on elective surgery achieving a significant improvement in planned surgery performance for August 2020 compared to May 2020.

### Emerging Trends/Issues for noting

Demand for high quality medical imaging continues to grow. The Medical Imaging Department has implemented measures including innovative rostering of staff, social distancing at work and the rapid roll out of virtual clinical meetings to enable consultation and continued high quality patient care. There has been an increase in demand for adolescent mental health services and RNSH is working closely with the NSLHD Child and Youth Mental Health Services team.

### Clinical Developments (including Patient Experience, Safety & Quality):

A new state-of-the-art ultrasound machine was purchased by the Hospital. Extended shifts for MRI staff have been implemented to assist with clinical decisions. Maternity Services are reengaging with the Women's Health Australasia on the quality improvement project *Perineal Care bundle*. Planning and implementation to go-live for the new state wide PACS/RIS project is underway. The go-live is planned for April 2021 in our LHD. RNSH completes approximately 400 Echocardiograms (ECHOs) per month and recently strategies have been implemented resulting in a significant reduction in turnaround time for these tests.

### Workforce (including key appointments, cultural initiatives, staff recognition):

A 0.5FTE Staff Specialist has been recruited to support the Macquarie University medical student placements in the Obstetrics and Gynaecology service. The Speaking up for Safety Committee has now been established at RNSH and will be chaired by Dr Terry Finnegan, John McMurray, Director of Corporate Services will be commencing a period of extended leave and Colin Smith, formerly of HealthShare NSW, has been appointed to as the acting Director.

### Capital Works

Progress is being made on the final design of the INR suites in Operating Theatres. The Clinical Services Building undercroft is currently being fitted out for future use coordinated by Health Infrastructure and the PPP Contract Management Office.

## GENERAL MANAGER REPORT

### **Key Updates:**

Go live of electronic diet ordering in ED: replacing the fax/paper based system, the order follows the patient as they move to the ward, significantly reducing the risk of error in the provision of safe patient meals.

The Emergency Department (ED) Patient Experience Concierge, Shama Faroza, commenced in August 2020. The role supports effective communication with patients and carers about ED processes and assists clinicians by enabling issues to be addressed as they arise.

### **Emerging Trends/Issues for noting**

A Hospital Acquired Complications (HAC) Steering Group has been established to identify and implement improvement initiatives to reduce the rate of HACs and improve care delivery and patient outcomes. The final Australian Commission on Safety and Quality in Health Care report on the proposed Level Four intensive care service at Ryde Hospital has been received and an action plan has been developed in response to the recommendations.

### **Clinical Developments (including Patient Experience, Safety & Quality):**

A successful comprehensive care workshop was held with broad multi-disciplinary staff attendance to look at the delivery of coordinated, comprehensive and integrated patient care in partnership with patients/carers. Opportunities to improve the patient journey and patient outcomes has been identified through the Fracture Clinic Redesign Project. The Community Aged-Care and Rehabilitation Service (CAREs) have commenced using new progressive resistive training equipment with clients. The equipment provides the best evidence-based treatment for FRAIL clients providing exercise proven to improve muscle and bone strength.

### **Workforce (including key appointments, cultural initiatives, staff recognition):**

Drew Hilditch-Roberts, Director of Nursing was keynote speaker at the National Leadership Nursing Summit on Ryde Managing COVID-19 earlier this year. Since June 2020, 232 staff have been trained in Speaking Up For Safety. Five Paediatric Visiting Medical Officers have appointed to Ryde Hospital.

### **Capital Works**

The Denistone House Sandstone Project continues with additional improvements, with the exterior of the second floor underway. The new lift in ED has been completed enabling reliable access to upper floors in Trigg House.

# Mental Health Drug and Alcohol

## SERVICE DIRECTOR REPORT

### **Key Updates:**

Project planning and recruitment to support funded projects is underway noting funding allocations are requiring full acquittal by 30 June 2021. Positions included are in various active stages of recruitment (already recruited/in process/being advertised).  
Review of the Mental Health Line finalised with recommendations being considered by the MHDA Executive.

### **Emerging Trends/Issues for noting**

The NSLHD Seclusion and Restraint Committee has concluded with all 19 NSW Health recommendations completed on time and a project closure report progressing to the NSLHD Clinical Council.

### **Clinical Developments (including Patient Experience, Safety & Quality):**

Practice development in the inpatient units continues with the latest reporting identifying 3 units engaged in the Essentials of Care program; 4 units in the Productive Mental Health Ward Program and 8 units engaged in the Safewards program.

### **Workforce (including key appointments, cultural initiatives, staff recognition):**

A continued focus within nursing on agency and overtime across 2019/20 FY is delivering sustained results.  
Recruitment to positions associated with the COVID-19 funding enhancements are underway.

### **Capital Works**

MHDA and ICT are working together on replacing the switchboard at Macquarie hospital and roll out of Wi-Fi on the campus. MHDA has also received funding to replace the mobile duress alarms.

# Primary and Community Health

## SERVICE DIRECTOR REPORT

### Key Updates:

The NSLHD Intellectual Disability Health Service has commenced adult and paediatric outreach clinics to the Mid-North Coast and Northern NSW Local Health Districts. These will run monthly with three face-to-face visits per year. In the interim outreach clinics will continue via Telehealth.

### Emerging Trends/Issues for noting

The Statewide Eyesight Preschooler Screening Program (StEPS) vision screening service for 4-year-olds has recommenced in some preschools in line with COVID-19 requirements.

### Clinical Developments (including Patient Experience, Safety & Quality):

Implementation of eMR End of Life Care functionality to commence 15 September 2020.

The Needle and Syringe Program (NSP) team is working with the SPHN and the University of New England to develop an online performance and image enhancing drugs (PIEDs) resource for health professionals.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Dr Elizabeth Swinburn, Deputy Director Emergency, RNSH, has been appointed to an Acute Post Acute Care (APAC) Staff Specialist 0.75 FTE temporary position.

Sean Gooding, Health Promotion Officer (0.6FTE) has been re-deployed to work with the COVID-19 contact tracing team in Melbourne for 8 weeks.

### Capital Works

The Dalwood minor works tender has closed. This will allow the Early Childhood Community Service at Balgowlah Shopping Centre to close