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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

The NSLHD Patient Experience Steering Committee is facilitating a Snapshot Audit of real-time patient experience across the District. A pilot site will be identified to trial the Audit and data gathering will occur during August and September 2019 and will include consumers as auditors.

A sub-group of the NSLHD Consumer Committee met in July 2019 to review the "Partnering with Our Community" Framework for Consumer and Community Engagement. The Committee has endorsed further development of the Framework and will review the next draft of the document in August 2019.

The outcomes from the 'Comprehensive Care' Workshop were presented to the NSLHD Accreditation Governance Steering Committee on 27 June 2019. The Gap Analyses for National Safety and Quality Health Service Standards (NSQHS) Standard 3 and Standard 5 were also presented. The District level Gap Analyses will be used by Hospitals and Services to develop Local Action Plans to ensure compliance is met. Gap Analyses have also been completed for Standards 6, 7 and 8, with Standards 1, 2 and 3 in progress. The Australian Commission on Safety and Quality in Health Care has also released a 'User Guide for Aboriginal and Torres Strait Islander Health'. The User Guide provides guidance and case studies to assist health services in meeting the six new actions included in the NSQHS Standards that specifically address the needs of Aboriginal and Torres Strait Islander people and NSLHD has commenced a Gap Analysis to ensure compliance.

In early August 2019, the Clinical Excellence Commission will conduct Root Cause Analysis (RCA) Methodology Training for NSLHD staff. This is a two day 'face to face' education program targeted for staff who may be required to be a member of an RCA Team. The course provides an understanding of the principles of this structured methodology to investigate serious clinical incidents. The aim of conducting this program is to give staff foundational, or updated current knowledge, of serious clinical incidents investigations in anticipation of the implementation of the revised incident management legislation due late 2019.

Preparation for the launch of IMS+ in early 2020 continues across the District. The first meeting of the NSLHD IMS+ Implementation Steering Committee is scheduled for the end of August 2019.

Implementation of the Quality Audit Reporting System (QARS) across all NSLHD sites and services continues, with the feedback from staff being overwhelmingly positive. The Clinical Governance Unit have conducted QARS User Training sessions in June/July 2019, which were attended by 280 staff. The development of standardised Clinical Audit Tools continues, with 64 audit tools published on QARS ready for use and a further 24 audit tools in development. The aim is to have transitioned all existing 'paper-based' audits to the LHD-wide standardised QARS audit tools by January 2020.

PERFORMANCE

Summary

In June 2019 NSLHD experienced significant increases in activity at Ryde and Hornsby Hospitals, with ED presentations increasing by 17% and 14.7% respectively while ED presentations at RNSH increased by 1.7%.

NSLHD continues to perform strongly for Transfer of Care, achieving 94% for June 2019, an increase of 2% from the month prior. ETP for the month was 71%, within which ETP at RNSH was 64%, an increase of 4% compared to the same month last year.

NSLHD achieved zero patients overdue for elective surgery at the end of June 2019, maintaining the improvement in performance.

ED Presentations

ED presentations to NSLHD for June 2019 were 7.7% above target for the month and increased by 8.1% (1091 presentations) compared to June 2018. Within this, from June 2018 to June 2019 presentations increased by 17% at Ryde Hospital, 14.7% at Hornsby Kuring-gai Hospital and 1.7% at Royal North Shore Hospital.

For the full year 2018/19, NSLHD ED presentations are 0.2% below the activity target; however, they have increased by 1.6% compared to 2017/18. The uplift in presentations from the exceptional winter of 2017 continues to mask the year on year growth in ED presentations in year to date figures.

The Urgent Care Centre at Mona Vale received 1660 presentations in June 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 71% in June 2019 against the target of 81%. This is a decrease of 1% compared to June 2018.

ETP at RNSH was 64% for June 2019, an increase of 4% compared to June 2018.

ETP was 81% at Ryde, an increase of 5% compared to June 2018 and meeting the target of 81%. This is despite a 17.1% increase in presentations (434 presentations). Ryde Patient flow services and ED have been completing daily ETP meetings as well as targeting improved triage registration times.

ETP was 76% at Hornsby, 2% lower than June 2018. However, there was a 14.7% increase in presentations (533 presentations).

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 94% for June 2019.

In May 2019, Ryde achieved TOC of 98%, Hornsby achieved TOC of 96% and RNSH achieved TOC of 91%.

Emergency Department (ED) Triage

All NSLHD Hospitals met the ED triage targets for all categories for June 2019.

Elective Surgery Access Performance (ESAP)

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

ESAP for category 1 patients was 100%. Category 2 performance was 94%, and Category 3 performance was 92% against the target of 97%.

ENT, 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 3.72 days, a decrease of 0.14 days from the year prior and 0.19 days below target;
- RNSH is 4.97 days, a decrease compared to 5.12 days the year prior. This is 0.10 days above target; and
- Ryde is stable at 3.97 days, a decrease of 0.09 days compared to the year prior. This is 0.08 days above target.

Northern Beaches Hospital (NBH)

In June 2019, the NBH received 5311 ED presentations.

NBH continues to perform strongly against TOC with a result of 99.0% in June 2019, with year to date performance at 96.9%.

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

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's NCOS for July is not reported. 2019/20 budgets will not be uploaded to the system until the end of August 2019.

ACTIVITY BASED FUNDING (ABF)

Acute ABF separations for June were 3.5% below target for NSLHD (excluding Northern Beaches Hospital). Hornsby and Ryde were 5.1% and 1% above target respectively, and RNSH was 6.4% below target.

June full year separations are 1.2% above target, with RNSH driving the majority of the increase (2.2% over target).

NWAU

Acute NWAU for June was 1.3% above target for NSLHD (excluding Northern Beaches Hospital), driven by RNSH (1.9%) and Ryde (4.3%) below. Hornsby was 2.6% above 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, Paeds-Medical, and Emergency Medicine. All these specialties have a low NWAU per separation, and are largely driven by activity through the ED.

Ryde saw a decrease in NWAU which was driven by a decrease in General Medicine and General Surgery separations

June full year NWAU (excluding Northern Beaches Hospital) is 1.8% above target, with RNSH 3.1% over target, Ryde on target (0.0%) and Hornsby 1.3% below target.

OPERATIONS

Innovation Program

The Innovation Program has now funded a total of 18 projects across the District, key outcomes of the two completed projects are provided below:

Hard to Swallow: Helping our patients swallow with F-ease! Projects leads: Mary-Ellen Tarrant, Manager Speech Pathology and Audiology, RNSH, and Nicola Veness, Senior Speech Pathologist, RNSH

Led by the Speech Pathology team, the Fiberoptic Endoscopic Evaluation of Swallowing (FEES) assessment for the assessment of swallowing difficulties was implemented at RNSH. The key outcomes for the project are:

- Patients are waiting 6 days less for assessment compared with last year. It now takes less than 2 days for a FEES assessment to occur.
- The number of FEES completed this year compared with last has almost doubled: 97 to 178.
- Patients with dysphagia are able to access a FEES across all clinical areas within the hospital (133% increase)
- The department is able to implement succession planning and up skill more clinicians with access to dedicated equipment, a total of 14 clinicians are now competent.

The Patient Directed Discharge Letter (PADDLE). Project Lead: Professor Geoff Tofler, Cardiologist, RNSH

PADDLE letters have been implemented on the cardiology ward at RNSH. PADDLE letters are specific discharge letters that are written for the patient and carer at an appropriate health literacy level to ensure the patient/carer understand what happened and the important next steps. This letter is given to the patient with the medical discharge summary. The key outcomes for the project are:

- The development and uploading onto eMR of templates for 13 medical diagnoses from 4 different hospital departments;
- Development of a HETI module to facilitate the education process for new residents.
- Completion of almost 200 PADDLE letters.
- From July 2019, three other participating departments will start using PADDLE.
- The PADDLE project has been presented at a NSW eHealth forum and NSW Rural Health Network. In addition, Prof Tofler is a member of a NSW Health committee tasked with optimising Hospital Discharge Summaries.
- Based on the results so far, a successful HCF grant was received that will provide opportunity for further evaluation and publication of findings.

COMMUNICATIONS

Media

- Approximately 66,383 people were reached with the NSLHD Facebook pages.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.

- Supervised and facilitated interviews and photos of Prof Lyn March for a feature in local newspapers The Mosman Daily and The North Shore Times. The feature ran front page in both the Daily and the Times on Thursday July 25.
- Channel 9's National Health and Medical reporter Gabriella Rogers filmed Professor Thomas Eade in relation to advances in treating prostate cancer with targeted radiation as well as an upcoming trial. Prof Eade also sourced a case study who told of his positive experience undergoing radiation at Royal North Shore. Story is scheduled to air in the coming days.
- Promotion of ABC TV's documentary series Old People's Home for 4 year olds with Professor Sue Kurre and RNSH physiotherapist Nicola Kertanegara.

Projects

- Website redesign process is progressing well with Workshop planning underway with users and champions
- Ongoing communication on Mona Vale Hospital redevelopment works
- Work continues on the launch of the NSLHD Workplace Giving Program including, design and build of online portal, and design of promotional material. Corporate Communications is working in conjunction with the Innovation Team to review NSW Health Awards prior to submission.
- 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

Events

- Northern Lights research showcasing the Musculoskeletal Team was held 18 July. The showcase received widespread coverage internally and externally, and was promoted across the NSLHD and Kolling Institute channels with over 200 in attendance.
- Communications organised and welcomed Member for North Shore Felicity Wilson to Royal North Shore to greet our newest nurses. Ms Wilson attended the Simulation Centre of the Kolling along with RNSH Director of Nursing Claire Harris and seven Trainee RNs who participated in a training exercise.
- The NSLHD Workplace Giving Program will be launched on Monday 5 August 2019, 1-2pm, Royal North Shore Hospital Foyer.

ABORIGINAL HEALTH SERVICES

The theme for NAIDOC Week 2019 is *Voice. Treaty. Truth. Let's work together for a shared future* acknowledging that Aboriginal and Torres Strait Islander peoples have always wanted an enhanced role in decision-making in Australia's democracy.

The NSLHD Aboriginal Health Service hosted the 2019 NAIDOC week event at Royal North Shore Hospital on 10 July 2019. The event included the flag raising in the morning in the Kolling Forecourt and special performances inside the Hospital main foyer from Koomurri and Kiris an Tharan. Special guest Christine Anu also performed on the day.

Representatives from NSLHD Aboriginal Health Services also attended NAIDOC Week events at Macquarie Hospital on 11 July 2019 which included a cultural education presentation, and at Lane Cove Public School on the 4 July 2019. The celebration consisted guest speakers, performances and a morning tea afterwards.

PRIMARY & COMMUNITY HEALTH

Child Youth & Family Health (CY&FH) Website Launch

On 30 July 2019, the NSLHD CY&FH website was formally launched recognising the significant contribution and collaboration between the CY&FH Services, Information Communications & Technology (ICT) and Corporate Communications. CY&FH Consumers provided feedback and input into the website and the website has received the 'Consumers and Carers Approved Tick' status. In addition, real time consumer feedback is available on the website by using the NSLHD feedback button.

Primary and Community Health (PACH) Accreditation Celebration

Following the release of the Final Report by the Australian Council on Healthcare Standards in July 2019, NSLHD PACH celebrated the outstanding achievement under the NSQHS Standards and acknowledged the hard work of all the services and staff involved. PACH met all criteria against the Standards and received no recommendations.

PACH was assessed against the Accreditation Standards in April 2019 and was the first Service to be assessed against the new Standards in NSLHD and the first Primary and Community Health Service nationally.

COUNTER DISASTER

The Counter Disaster Unit are finalising the successful transition to the new emergency number 2222. Staff awareness of the 2222 emergency number has increased significantly with the number of incorrect calls lower than that of the previous emergency number. Moving forward, the oversight of ongoing emergency procedure education will return to the Hospital/Service Emergency Procedure Committees.

The annual auditing of NSLHD's response capability commenced this month, whereby NSLHD's ability to "stand up" the District Disaster Control Centre (DCC), deploy Health Liaison Officers and establish the projected training needs for the forthcoming high risk periods is being tested. The functional readiness is associated with the likely peak of influenza, moving into bushfire season and our mass gathering events from New Year's Eve to Music Festivals.

PATIENT ACCESS TRANSPORT UNIT (PATU)

- PATU are continuing to review outcomes from initiatives during 2018/19 and identify initiatives for 2019/20 to support effective operational and strategic patient flows across NSLHD including enhancing PTS monthly pre-booking reporting to NSLHD Hospitals to include volumes, booking trends and costs.
- Representatives from PATU have joined the Fixed Wing Redesign Project which is being led by HealthShare Patient Transport Services. This project aims to address current operational & cost challenges.

PLANNING

The NSLHD Planning Team incorporated the feedback from the Board Sub-Committee convened to review the draft Clinical Services Plan (CSP) and the document is now being finalised copies available for distribution in early August 2019.

WORKFORCE

“People Matter” Staff Engagement Survey

Final participation results have now been released for the annual public sector staff survey which took place from 30 May to 28 June 2019. NSLHD demonstrated an increase in participation results since the previous Survey achieving a 38% (4111 staff) completion rate completed to 37% (4068 staff) in 2017.

There was particularly strong participation from the following teams:

- Mona Vale Hospital 74.5%
- Hornsby Hospital 59%
- Finance 57%
- ICT 90%
- Workforce 77%.

Full results of the survey will be available in August and these reports will include our performance in the Engagement and Culture Index and allow Hospitals and Services to identify opportunities for improvement.

Recognition of Staff

The NSLHD Compliment portal was launched in July 2019 allowing employees can send a compliment electronically to a colleague or volunteer. Compliments are sent as an e-thank you card via email to the recipient. Employees can also pass on compliments from a patient or consumer, carer or family member by sending a card on their behalf.

In the first 3 weeks following the launch more than 400 compliments have been sent through the portal.

Speaking Up For Safety strategy

At the end of July over 900 staff have been trained in Speaking Up For Safety, approx. 20% of staff at RNSH. Planning meetings have commenced to prepare for the next phase of the strategy, Promoting Professional Accountability. Prior to the launch of this phase we are aiming for 80% of staff to be trained in Speaking Up For Safety.

Diversity & Inclusion – Gender Equity – Leadership Shadow Workshop

NSLHD Board members joined staff at the Leadership Shadow Workshop held at Macquarie Hospital on 31 July 2019. The event, facilitated by Chief Executive Women, is part of our ongoing focus on supporting a diverse and inclusive workforce that reflects the community we serve. The workshop explored how our leaders can continue to improve the current and future work environment for our staff and future employees, and strengthen gender equity in the workplace. One of the key commitments arising from this event was to establish a Diversity council for NSLHD.

Exceptional People Awards (EPA) 2019

Nominations for the 2019 EPA are due to close in early August with judging scheduled to take place in mid-August. Preparations are well underway for the Awards event which will take place on 27 September 2019.

MEDICAL SERVICES

The JMO Wellbeing and Support Committee are scheduled to meet on 14 August 2019. There will be a presentation from the founder of the app 'Resident Guide'. Progress is being made in regards to developing mentoring program opportunities, as well as a Junior Medical Officer's wellbeing plan, this plan will align with key NSLHD and NSW Health documents to ensure a strategic approach, and will aim to recognise and address the wellbeing needs of the JMO workforce and promote a self-care model.

Advertising for the annual medical recruitment of Junior Medical Officers in the 2020 clinical year is now open across the State and closes 7 August 2019. Northern Sydney Local Health District is currently advertising 100 positions equating to 587.2 FTE.

RESEARCH

Research Strategy

NSLHD is currently finalising its' first Research Strategy, after the last round of broad stakeholder consultation. This consultation involved almost 100 key stakeholders from across the District and a group of community representatives from the NSLHD Consumer Committee. The Strategy is the culmination of over six months of planning with key stakeholders from across the District, and from our community, between November 2018 and June 2019. Stakeholders developed six key priority areas; growing our research; engaging the community; enhancing research leadership and developing research career opportunities for our workforce; enhancing our partnerships; building research infrastructure; and measuring the impact of our research. The Strategy is to be launched in September 2019, and its implementation will be overseen over the next five years by a Research Advisory Committee, to be established.

Clinical Trials Day

NSLHD celebrated Clinical Trials Day in June 2019 to acknowledge the hard work by clinical trials and medical staff across the District. Many clinical streams were represented at this forum, showcasing the breadth of research at NSLHD. Clinical Trials Day was held in the foyer of Royal North Shore Hospital to raise the profile of Clinical Trials amongst our patients and the broader community.

Northern Lights

The inaugural Northern Lights event was held in July 2019, in a series of sessions aimed at highlighting the remarkable advances in research and innovation across NSLHD. There were several presentations spanning the important topics of musculoskeletal (MSK) disease burden and biobanking, osteoarthritis, back pain, inflammatory arthritis, and the role of the microbiome in inflammatory disease. Also presenting were several patient partners who are actively involved in the Osteoarthritis Chronic Care Program (OACCP) and other research across NSLHD. There was a fantastic turnout for the event with close to 200 people filling the Kolling Auditorium. A second Northern Lights event will be held later in 2019.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Northern Beaches Hospital (NBH) Project

Testing of the Cerner Health Information Exchange (HIE) continues with good progress. A pilot rollout of the HIE with a cohort of 100 clinicians from within the LHD and at NBH will commence on 1 August 2019.

eMR Connect Program – Final eMedications (eMeds) Rollouts

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.

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 that will include an interactive prototype demonstration showcasing the new NSLHD Website Designs.

Cyber Security

The evolving nature of cyber risks and the complexity of the current cyber initiatives require a new, programmatic approach. There are three interlinked initiatives continuing to strengthen our cyber security. The current state of cyber security will be presented to the Board Audit and Risk Committee in June 2019 with the new Cyber Strategy to be released in August 2019.

Rollout of Windows 10 Standard Operating Environment

The LHD has commenced an upgrade project of the computer fleets operating system from Windows 7 to Windows 10. Some key benefits of the upgrade include ensuring ongoing vendor support for security patches/upgrades to PC operating systems and key applications and improving the ability for ongoing support and fault resolution. The project is expected to run for twelve months and be completed by June 2020.

MENTAL HEALTH, DRUG & ALCOHOL SERVICES

My Sexual Health

NSLHD MHDA launched and promoted the newly updated *My Sexual Health and Safety Matters* (MSHSM) booklet (endorsed with the 'Consumers and Carers Approved Tick' logo) across the District during the reporting month. The booklet is intended to help people have conversations about sexual health and sexual safety, as well as provide accurate information and list places to get help, information and support. This is further supported by the Sexual Safety training for MHDA staff which was developed locally and is making significant inroads into improved management of consumers sexual safety, management and reporting of the same.

The Directorate has set up a district-wide quality improvement project (timetabled through to the end of October) to evaluate the booklet's uptake and effectiveness for purpose from the perspective of both consumers and staff.

NAIDOC Week

The MHDA NAIDOC Week celebrations were held on 11 July 2019. Co-ordinated by the MHDA Clinical Leader for Aboriginal and Torres Strait Islander People, and with an identified theme 'Voice, Treaty, Truth', the event included special guest appearances and performances by the Kiris An Tharan Dance Troup and Koomurri.

Eating Disorders Forum

NSLHD is well progressed in implementation of phase one of the NSW Service Plan for People with Eating Disorders. In February 2019 the NSW government announced funding for the second phase of implementation of the NSW Service Plan for People with Eating Disorders.

In recognition of the movement into the second phase of implementation, a forum was conducted jointly with MHDA and the InsideOut Institute on Friday 12 July 2019, to both evaluate progress of phase one of the plan (already underway in the District) and plan for phase two. The forum was attended by medical, mental health, nursing, allied health and peer work representatives from inpatient and community services across NSLHD general and MHDA settings. Significant progress in opening pathways and improving care for people with eating disorders was noted and suggested priorities for the next phase of implementation were identified. The outcomes of the consultation that occurred as a part of the forum will be noted at the next NSLHD Eating Disorder Steering Committee for review and implementation as part of the next NSLHD Service plan for people with eating disorders.

Macquarie Hospital “Christmas in July”

Each year, Macquarie Hospital hosts a “Christmas in July” dinner/dance for consumers with staff from across the campus and the Macquarie Hospital and MHDA Executive in attendance for the sharing of a ‘Christmas’ meal followed by the opportunity to socialise/dance. This year, the dinner took place on July 25 2019.

Therapeutic Environment Minor Capital Works Project (TEMCWP)

MHDA successfully finalised five minor capital works projects by 30 June 2019, funding for the remaining three projects has been rolled over to 2019/20 with a commitment to completion by 31 July 2019.

These projects have delivered significant improvement to the environment within a number of acute inpatient units. A project completion report will be undertaken inclusive of evaluation and the assembly of a photomontage.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

- A Clinical Supervision program is being developed with 2 senior staff members from each NSLHD facility being sponsored by the Nursing and Midwifery Directorate (NMD) to attend training. The aim is for these staff members to consolidate and share their expertise and knowledge in their home facility.
- A Practice Development Facilitator Workshop is planned for later in the year and the Practice Development team will be promoting this with the NSLHD DoNMs to target appropriate staff members to attend.
- Nursing and Midwifery Excellence Framework (NMXF) assessments have been undertaken on wards at MVH. A patient-led handover program is currently underway within the Beachside Rehabilitation Unit (BRU) with some excellent results. Plans are in place to develop a research paper highlighting this project.

Professional Development, Resources and Systems

- The current focus areas for the NMD Workforce Capacity and Resources team are completion of DETECT for AINs on the NSLHD Nursing and Midwifery Casual Pool, with extra course dates currently being negotiated with the Simulation Centre to progress compliance, and PDR completion for casual staff members.
- Interviews for Casual Pool RNs are taking place on 23 July 2019 and Thursday 25 July 2019 for RNSH and Ryde Hospitals.

- 22 Student Enrolled Nurses (SENs) will commence their third clinical placement block on 29 July 2019 at RNSH and HKH.
- Interviews for the 2020 MidStart program took place on 15 July 2019, with 25 candidates interviewed. The calibre of applicants was very high with 8 outstanding candidates for 6 positions at RNSH and 2 at HKH.
- Applications for the 2020 GradStart program closed on 18 July 2019. Invitations will be sent on Thursday 9 August to interview for approximately 178 new graduate nursing and midwifery positions across NSLHD.
- The 90-Day Challenge is currently underway at Mental Health units and RNSH and HKH and is trending well with good results being achieved so far in improving rostering practices.
- A joint Nursing and Midwifery Clinical Informatics and Digital Advisory Group is being formed to review and recommend on improvements to systems and processes in place across facilities.

Maternal Neonatal & Women's Health Network

Revised Pregnancy Care Guidelines 2019

- The revised National Pregnancy Care Guidelines have been released after extensive consultation and approval by the National Health and Medical Research Council.
- The guidelines are intended for all health professionals who contribute to antenatal care including midwives, obstetricians, general practitioners, practice nurses, maternal and child health nurses.
- The Maternal, Neonatal & Women's Network will support the implementation of the guidelines within NSLHD.

NORTH FOUNDATION

Preparations are well underway 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

Work to finalise the Joint Venture agreement between NSLHD and the University of Sydney has progressed and resolution is anticipated in coming weeks.

The development of a new Kolling Institute website is progressing and will include content from all research groups. The website is a crucial platform in the ongoing promotion of Kolling research.

SYDNEY NORTH PRIMARY HEALTH NETWORK (PHN)

Work has commenced to develop a Joint Regional Mental Health Plan, with the engagement of a Consultant to undertake the development of the plan on behalf of a joint LHD and PHN Steering Committee. The PHN have been working with Hospital General Managers and Patient Flow leads to promote the availability of their services to support timely and safe discharge back to the community. Joint work continues in key project areas, including Aged Care, RACFs, sharing clinical information (including working with Northern Beaches Hospital), and Telehealth.

CAPITAL WORKS

Hornsby Hospital Redevelopment

- The northern portion of the Stage 2 building continues to progress with Level 3 concrete having been poured in mid-July. Presently 'topping-out' of the main Stage 2 building is scheduled for October 2019.
- Operational User Group (OUG) meetings continue for medical imaging, pharmacy, paediatric ward, ICU, outpatient services, mortuary, front of house and back of house.
- Substantial progressing has been made towards developing models of care, operational 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 with completion due the end of July.

SYDNEY HEALTH PARTNERS

Sydney Health Partners Platform Three 'kick off'.

NSLHD is leading SHP platform project 3, Building capacity and removing barriers to support research. A 'kick off' meeting with project nominees was held on 5 August 2019, to discuss how platform project 3, Building capacity and removing barriers to support research, will be developed and managed moving forward. The group discussed a number of potential projects that would address the aim of the platform, and three projects have been agreed upon to be commenced in the coming week. The group agreed to meet monthly in the initial stages of the platform project development, and will meet again in the first half of September 2019.

EXECUTIVE APPOINTMENTS

Recruitment for the Director Clinical Governance, NSLHD, is in the final stages.



Deb Willcox
Chief Executive

Date: 12-8-19