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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

SAFETY AND QUALITY

The NSLHD Patient Experience Steering Committee (PEXSC) met for the second time on 3 June 2019. It was agreed that the PEXSC would report to the NSLHD Consumer Committee, a NSLHD Board Sub-Committee. The PEXSC also agreed to undertake a body of work to establish a baseline of the patient experience across NSLHD services that will establish strategic priorities moving forward. This baseline work will include a real-time patient experience data snapshot. The NSLHD will partner with volunteers to capture patient experience data from patients awaiting discharge from acute and sub-acute services. Data will also be captured from patients/consumers accessing community services. The snapshot will take place in July 2019.

On 5 June 2019, NSLHD held a 'Comprehensive Care' Workshop, which was attended by NSLHD consumers and staff, representing all NSLHD Services. The objective of the Workshop was to develop a shared concept of comprehensive care to inform service governance and clinical practice, in preparation for accreditation against the Second Edition of the National Safety & Quality Health Service Standards. A summary of the Workshop findings has been drafted and will be presented to the NSLHD Accreditation Governance Steering Committee on 27 June 2019, to determine the next steps.

The official launch of the Quality Audit Reporting System (QARS) across all NSLHD sites and services has commenced, with the first QARS User Training Day held at Ryde Hospital on 17 June 2019. Training days have been scheduled for Royal North Shore Hospital (RNSH) and Hornsby Hospital (HKH) in June and July 2019. Sessions for other NSLHD facilities will be confirmed in the coming weeks. QARS is an electronic platform for clinical audits and surveys, which allows electronic audit entry and auto-generated reports. In addition to the launch of the QARS platform, standardised clinical audit tools have been developed and published on QARS to facilitate monitoring and improvement of the care delivered across NSLHD, enabling benchmarking of clinical performance between NSLHD units/services and facilities. At present, there are 55 audit tools ready for use on QARS, and another 20 audits and surveys are in development. The audits and surveys are aligned with the National Safety & Quality Health Service Standards that will assist in meeting the needs of accreditation.

The NSLHD has been nominated to participate in Wave 1 of IMS+ Go Live. Go Live will occur during February to April 2020. Initial Engagement Meetings have commenced and the IMS+ team presented to key stakeholders on the 24 June 2019. The presentation included an overview of the program, IMS+ benefits, implementation approach, and specifically covered the next steps for NSLHD, including the training schedule. The first meeting of the NSLHD IMS+ Implementation Steering Committee is scheduled for end July 2019.

The advertised position for the Director of Clinical Governance has closed, with interviews anticipated by end of July 2019.

PERFORMANCE

Summary

In May 2019 NSLHD experienced significant increases in activity at Ryde and Hornsby Hospitals, with ED presentations increasing by 10.1% and 5.2% respectively. ED presentations at RNSH increased by 1.1%.

NSLHD continues to perform strongly for Transfer of Care, achieving 92% for May 2019, an increase of 1% from the month prior. ETP for the month was 71%. ETP at RNSH was 64%, a 3% increase from the same month last year.

NSLHD had zero patients overdue for elective surgery at the end May 2019, maintaining the improvement in performance.

ED Presentations

ED presentations to NSLHD for May 2019 were 0.6% above target for the month, and increased by 3.8% (517 presentations) compared to May 2018. Within this, from May 2018 to May 2019 presentations increased by 10.1% at Ryde Hospital, 5.2% at Hornsby Ku-ring-gai Hospital and 1.1% at Royal North Shore Hospital.

Year to date, NSLHD ED presentations are 0.9% below the activity target, however have increased by 1% compared to the same period last year. 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 had 1664 presentations in May 2019; this is an increase on the month prior and the highest number of presentations since the commencement of services.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 71% in May 2019 against the target of 81%. This is a decrease of 3% compared to May 2018.

ETP was 80% at Ryde, a decrease of 2% compared to May 2018. However, there was a 10.6% increase in presentations (2464 presentations in May 19 compared to 2216 in May 18).

ETP was 79% at Hornsby, 3% higher than May 2018. The ETP at Hornsby has continued to improve following implementation of strategies focussed on improving the processes for patients going to the Emergency Department Short Stay Unit (EDSSU) and the Medical Assessment Unit (MAU). Additionally, work was undertaken to improve the flow of patients from ED to surgical services and to Mental Health Drug and Alcohol Services. In February, the ED added an additional consultant on a 2pm to midnight shift, which provides senior decision making through the peak afternoon arrivals.

ETP at RNSH was 64% for May 2019, an increase of 3% compared to May 2018. Notable was the sustained improvement in paediatric ETP. RNSH has focused on improving management of periods of escalated activity, to return to business as usual more quickly. This improves ETP by making beds available to pull patients into the hospital.

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 92% for May 2019. In May 2019, Ryde achieved TOC of 98% despite an 8.5% increase in ambulance arrivals. Hornsby achieved TOC of 96% and RNSH achieved TOC of 89%.

Emergency Department (ED) Triage

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

Within this all triage category targets were met by all facilities.

Elective Surgery Access Performance (ESAP)

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

ESAP for category 1 patients was 100%, Category 2 performance was 91%, and Category 3 performance was 94% against the target of 97%. The performance was impacted by the lower activity in April due to Easter and the school holidays, requiring a higher number of urgent category 1 patients to be scheduled in May, resulting in reduced capacity for category 2 and 3 patients.

Average Length of Stay (ALOS)

The rolling 12 month ALOS;

- Hornsby is 3.76 days, a decrease of 0.07 days from the year prior;
- RNSH is stable at 5.04 days, compared to 5.07 days the year prior;
- Ryde is stable at 4.00 days, compared to 4.07 days the year prior.

Northern Beaches Hospital (NBH)

In May 2019, the NBH received 5249 ED presentations.

NBH continues to perform strongly against TOC with a result of 99.1% in May 2019, with year to date performance at 96.6%.

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

FINANCIAL PERFORMANCE

The LHD's NCOS for June was \$2.65M (2%) favourable

Total Expenses

Total Expenses were \$6.4M (3%) favourable for the month mainly due to \$3.2M credits received from Pathology expense recovery work. Excess expense budget for High Cost Drug \$1.15M resulted in favourable position; however this is offset by an unfavourable variance in High Cost Drug revenue. The impact of this is zero at NCOS level. Budget supplementation for additional activity in emergency department \$0.83M was received in June.

Revenue

Total NSLHD Own Sources Revenue was \$2.84M (13%) unfavourable for the month and \$1.64M (0.63%) unfavourable for the year. Single room revenue for the month was lower than prior months driven by a lower private patient level. The month was also impacted by a lower Workers Compensation related revenue figure.

Other item/s

The LHD continues its implemented courtesy SMS reminder and text follow-up system for those accounts which are outstanding. We continue our efforts to ensure that all small business vendors are paid within 30 days and that all creditors aged over 45 days are paid at the month end.

ACTIVITY BASED FUNDING (ABF)

Acute ABF separations for May were 0.8% over target for NSLHD (excl Northern Beaches Hospital). RNSH and Hornsby were 1.0% and 2.3% above target respectively, and Ryde was 3.3% below target.

May YTD Separations are 1.6% above target, with RNSH driving the majority of the increase (3.0% over target).

NWAU

Acute NWAU for May was 5.4% above target for NSLHD (excl Northern Beaches Hospital), driven by RNSH (6.7%) and Hornsby (5.7%). Ryde was 5.8% below target.

RNSH's acute performance is driven by an increase in volume compared to target, mainly Acute Surgical Unit, Haematology and unplanned Neurosurgery. Similarly with Hornsby, the increase in NWAU is driven by an increase in activity, mainly in unplanned General Surgery.

Ryde saw a decrease in NWAU which was driven by a decrease in activity, mainly in planned General Surgery.

May YTD NWAU (excl Northern Beaches Hospital) is 2.0% above target, with RNSH and Ryde 3.5% and 0.4% over target respectively. Hornsby is 1.7% below target YTD.

OPERATIONS

Winter Preparedness

Work has been undertaken to prepare the LHD for the winter season. To date, NSW has seen an early start to the influenza season, with the number of cases similar to those presenting in mid-winter. Key efforts have included:

- **Communication with RACFs:** NSLHD has been working to ensure clear communication channels and enhanced support between the LHD and Residential Aged Care Facilities (RACF) over the winter period. A comprehensive communication including details of relevant services and escalation pathways has been sent to all RACFs in the region to aid them in their management of residents during winter and avoid hospital admissions.
- **Extend aged care outreach:** The hours of the North Shore/ Ryde Aged Care Rapid Response Team (AART) have been extended from 1 July 2019 for 12 weeks to cover later into the evening and to operate on Saturdays in order to further avoid hospital admissions.
- **Telehealth into aged care:** A pilot program, also commencing on 1 July, will introduce telehealth between AART and four key RACFs to provide swifter review of referred patients and prevent admissions to hospital.

Innovation Program

The Innovation Program 2019 Round Two 'Pitch' event was held on the 11 June. The top applicants pitched their ideas to the panel of judges; Tamsin Waterhouse (A/CE); Lewis Macken (ICU Director RNSH); Anthony Dombkins (A/Director Clinical Governance); and Judy Bursle (Consumer Representative). The event was live streamed to staff around the district and the hospital TV channel at RNSH.

Joint winners were announced and are described in the following table:

Winner	Don't Go Breaking My Heart
Total prize	\$20,000
Project leads	Anupam Rao, Cardiology Registrar Susan Hales, Clinical Nurse Specialist, MACARF
Executive sponsor	A/Prof Edward Barin, HoD Cardiology Ryde Hospital
Description	Ryde Hospital has piloted an early-review Heart Failure clinic with great success and now wants to further enhance the care provided. By utilising a "Physio-Flow" to complete objective, sensitive and state-of-the-art hemodynamic monitoring of patients, the device will assist accurate diagnosis and management in the clinic. The device can non-invasively and objectively measure important metrics of cardiac output for patients with advanced heart failure, without subjecting them to an invasive procedure.
Winner	Switching Channels
Total prize	\$20,000
Project leads	Ms Suzy Russell Mental Health CNC A/Prof Caryl Barnes Senior Staff Specialist Ms Vanya Ripley CNC General Medicine
Executive sponsor	Anthony Dombkins, A/Director Clinical Governance
Description	Anxiety, depression and difficulty adjusting to a hospital admission are key features of the patient journey. Currently, there is no easily accessible anxiety reduction tool available for clinicians to ameliorate a patient's stress upon hospital admission. This project will introduce video content aimed to reduce anxiety. A 30-minute video of relaxation and mindfulness techniques will be transmitted through an existing TV channel to patients on a General Medicine ward at RNSH. If successful, this can be rolled out to all wards.

COMMUNICATIONS

Media

- Approximately 137,983 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.
- A Hornsby Hospital stage 2 redevelopment community newsletter was produced and distributed to local homes and published on the NSLHD website.
- The Kolling Newsletter was published.
- Media release supplied to SMH on heart research.
- Media planning for research with Professor Jim Elliott
- Media release supplied to Channel 9 on Professor Carol Pollock's involvement in a clinical trial
- Media coverage in Hornsby Advocate on NSLHD ED doctors performing in orchestra
- Media coverage on Hornsby Hospital ED performance in the Bureau of Health Information quarter
- Facilitated over 30 hours of filming and photography on RNSH campus by internal staff and stakeholders including the Ministry of Health, Agency for Clinical Innovation, Health Education and Training Institute, Australian Commission on Safety and Quality in Healthcare and news outlets.

Projects

- Website redesign process is progressing well with style guides approved for improved look and feel, writing style guides being finalised and champions and users identified.
- Video showcasing NSLHD researchers has been completed and will be launched at the NSLHD Research Workshop on Friday 28 June 2019.
- Ongoing communication on Mona Vale Hospital redevelopment works
- Work continues on the launch of the NSLHD Workplace Giving Program set to be implemented in time for the new financial year including, design and build of online portal, and design of promotional material. A launch is being planned for early August. Invitations will be issued in the coming weeks.
- Corporate Communications worked with Premier Award nominees to finalise applications. NSLHD submitted 5 applications.
- 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.
- Preparation of brochures and posters for services moving as part of Stage 2 HKH redevelopment.
- Planning for Stage 2 topping ceremony involving staff and community reps at HKHS.

Events

- NSLHD 'Northern Lights' research showcase has been scheduled for 18 July 2019. Invitations were sent in early June to NSLHD Board and Executive, Research leads, University Partners, Industry Partners, philanthropy groups and Ministry of Health colleagues. The first event will showcase the NSLHD Musculoskeletal Team.
- Supported the promotion and running of the Innovation Program Round Two.
- Assisted with the official launch of new Kolling spectrometry lab for bowel cancer research.
- NSLHD in conjunction with the Ministry of Health held a National Sorry Day event in the Kolling Forecourt which was well attended by both NSLHD and Ministry of Health staff.

ABORIGINAL HEALTH SERVICES

The NSLHD Aboriginal Health Service was selected as a Pitch finalist and was recognised as one of the top applicants in the 2019 NSLHD Innovation Program Round Two.

The NSLHD Aboriginal Health Services, Aboriginal Liaison Officer attended the 'Improving Rural Patient Journey Solution Design Workshop' on 13 June 2019 at the Stamford Plaza Hotel Mascot, to provide an Aboriginal perspective and talk about scenarios that she has encountered with consumers in our LHD.

The NSLHD Aboriginal Health Service, Clinical Nurse Consultant attended the Financial Management Essentials Workshop on 14 June 2019.

Operations Manager, Paul Weir was interviewed on Koori Radio at Redfern on 25 June and discussed programs that the Aboriginal Health Service has carriage of and also the importance of 715 Health Checks and NSLHD upcoming NAIDOC event.

PRIMARY & COMMUNITY HEALTH

Paediatric Hospital in the Home (HITH)

Paediatric HITH has extended to care for children having elective tonsillectomies, for infants and children requiring overnight oxygen saturation monitoring and transition home care for children and adolescents with chronic and complex medical conditions after prolonged hospital admissions including adolescents with eating disorders.

Paediatric HITH is currently running a quality improvement telehealth project, CATCH – Children's and Adolescents TeleConferencing at Home. In May 2019 videoconferencing via Pexip was introduced with the aim to enhance nursing and medical assessments whilst the child is at home in the HITH service.

COUNTER DISASTER

The Counter Disaster Unit in collaboration with University of NSW and NSW Health Emergency Management Unit, NSLHD is conducting Exercise Haber Bosch. This is a Multicentre Research Exercise using the ETS Chemical Biological Radiological (CBR) Tool. The exercise is to review the planning assumptions of NSLHD's Small Scale CBR Plans. This has included international collaboration with Katastrofmedicinskt Centrum Centre for Teaching and Research in Disaster Medicine and Traumatology at the University of Linköping to future initiatives using Emergo Train System(ETS)TM.

PATIENT ACCESS TRANSPORT UNIT (PATU)

- PATU will undertake a planning meeting on 26 June 2019 to review outcomes from initiatives in the FY18/19 and map out initiatives for the new financial year.
- Developing new and updated business rules to ensure appropriate processes in place for the review and reconciliation of charges from ANSW & NETS for NSLHD facilities.

PLANNING

A sub-committee of the Board was convened to review the draft Clinical Service Plan (CSP) on behalf of the Board. Membership included Mr Trevor Danos AM (Chair), Adjunct Associate Professor Annette Schmiede, Dr Dianne Ball, Dr Michelle Mulligan and Professor Mary Chiarella AM. THE CSP is now being prepared for printing.

WORKFORCE

“People Matter” Staff Engagement Survey

The annual public sector staff survey took place 30 May to 28 June. Preliminary participation results suggest we have this year maintained our increase from 2017, and achieved at least 37% (over 3900 staff). Full participation results are provided later in June and the feedback results themselves in August which will include our performance in the Engagement and Culture Index compared to the rest of NSW Health.

Of particular note this year is significant participation from the following teams;

- Mona Vale Hospital 73%
- Hornsby Hospital 56%
- Finance 54%
- ICT 90%
- Workforce 77%.

Exceptional People Awards (EPA) 2019

EPA 2019 has been launched across social media and intranet platforms. This year we have been fortunate to increase our sponsors to four; First State Super, Dexus, Ventia and AMP Capital.

Judging of nominations takes place mid-August and the awards luncheon will be held on Friday 27 September at the Kirribilli Club, North Sydney with the theme this year being a focus on patient and consumer experience.

MEDICAL SERVICES

The JMO Wellbeing and Support Committee met at Royal North Shore Hospital in June. The main agenda item from this meeting was a presentation by Leonie Watterson on 'The Flipside' project and identifying links between this initiative and discussions held at these committee meetings. Resources discussed are expected to be useful during Term and Mid-Term feedback sessions between Junior Medical Officers and their supervisors.

Facilities and Services are busy conducting the Level 2 Performance Review process of Visiting Medical Officers as part of preparations for appointments for the 2020 – 2025 Quinquennium.

Facilities also continue to finalise FTE requirements and position details in preparation for the annual medical recruitment advertising for Junior Medical Officers in the 2020 clinical year which commences from early July.

Research

A final workshop will be held on 28 June, to present a draft of the first NSLHD Research Strategy to researchers and internal stakeholders, as well as representatives from the Consumer Committee. Final feedback will be sought at this workshop, before the document is finalised. The NSLHD Research Strategy establishes a plan of action for research related activity, based around six priority areas: growing research; optimising community engagement; enhancing research leadership and career development; building research infrastructure; enhancing research partnerships; and evaluating our research impact. Once published we will be moving to establish a Research Advisory Committee and Intellectual Property Committee.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Northern Beaches Hospital (NBH) Project

Testing of the Cerner Health Information Exchange (HIE) continues with good progress.

eMR Connect Program – Final eMedications (eMeds) Rollouts

The LHD successfully implemented the eMeds system to Macquarie Hospital on 25 June 2019 that included 100% medical officer staff attendance at training and 93% attendance for nursing staff. The project is tracking to schedule for the final rollouts of the system to Mona Vale, Greenwich and Neringah Hospitals later in 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.

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 July 2019.

Redevelopment Projects – Mona Vale Hospital

ICT successfully completed the transition of the Mona Vale Hospital Campus ICT platform from Building 1 to the new campus communications room in Building 14 in May 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

MHDA Research Conference

This annual event was held on 19 June and was attended by 66 staff, including consumer and carer peer workers. 10 presentations were given and 3 posters displayed. Awards were given for the following presentations:

- Continuing to Invest in Recovery – the Specialist Rehabilitation Service (Professors' Award)
- Reducing Time a Patient Spends Secluded (Best Oral Presentation)
- Supported Consumer-side Handover in Clinical Inpatient Mental Health Settings (Best Poster).

Innovation Program

An MHDA clinician was successful in her pitch at the June Innovation Program event. Funding has been secured for her project "Get Well Sooner" which will provide video messaging on televisions at RNSH to support recovery.

Therapeutic Environment Minor Capital Works Project (TEMCWP)

Work on funded projects has continued throughout the reporting month and all efforts continue to be expended to achieve completion by the end of financial year. Work has already been completed at Riverglen and HKH Adult Mental Health Unit.

NURSING AND MIDWIFERY

Person Centred Care, Practice Development

- The Nursing and Midwifery Practice Development Team are currently accepting abstracts for the statewide NSW Health Nursing and Midwifery Showcase to be held in September/October 2019. Abstracts will be sourced from nursing and midwifery staff to highlight innovative and compassionate initiatives and projects taking place across NSLHD.
- Nursing and Midwifery Excellence Framework (NMXF) assessments are continuing at Ryde Hospital with Ward 2 reports completed and sessions booked for Ward 3.

Clinical Practice/Safety Culture & Quality

- Safety Culture and Quality surveys are nearing completion at RNSH, with ED, ICU and Maternity the final areas to be covered. Once complete, surveys will commence at HKH and communications have been initiated to introduce the concept to HKH staff.
- The Safety Culture and Quality Team have prepared a pack for distribution to CNEs for use on their wards in preparation for Medication Safety Week in October 2019. The packs have been prepared in consultation with NSLHD's Medication Safety and Governance Pharmacist and CNEs on the wards and consist of a PowerPoint presentation that CNEs can use with their staff as well as posters and flyers.

Professional Development, Resources and Systems

- The Ministry of Health scholarship cohort of Student Enrolled Nurses (ENs) complete Block 4 of their clinical placements at NSLHD this week. Feedback from NUMs and other staff is that these future ENs are very engaged and doing well. NMD staff will facilitate them through some complex nursing skills during their final week to ensure they are fully prepared for work as ENs.
- The NMD facilitated the first group of TAFE-delivered vocational and educational training (TVET) students during the week of 10 to 14 June 2019. The next group of TVET students is due to commence in August.
- Interviews are currently taking place for specialty streams for the NSLHD Nursing and Midwifery Casual Pool. A number of very strong applicants have been applying for all streams, which will strengthen the utility of the Casual Pool and meeting facility needs.
- Applications for the 2020 MidStart program close on Friday 21 June 2019. Interviews for 8 positions at HKH (2) and RNSH (6) will take place on Monday 15 July 2019.

Maternal Neonatal & Women's Health Network

Maternal Transfer Redesign

- As part of the NSW Ministry of Health Maternal Transfer Redesign Project the NSLHD Tiered Maternity and Neonatal Network (TMNN) have received NSW State budget allocation to develop self-sufficiency within the TMNN.
- RNSH Department of Obstetrics and Gynaecology have successfully recruited to the Senior Obstetric Clinical Lead.
- NSLHD Nursing and Midwifery Directorate have successfully recruited to the clinical midwifery consultant redesign lead position.
- The aim of the redesign project is to improve care for pregnant women requiring higher level maternity care.

NORTH FOUNDATION

The Foundation has ended the financial year on target, raising just over \$10m. The 2019/2020 financial year target is \$15m. This new financial year will see the Foundation focusing on building its capabilities while raising the bar:

Some of the Foundation's key 2019/2020 financial year objectives include:

- Official launch of NORTH Foundation 22 August 2019 and continuing awareness building of the new brand
- New NORTH Foundation website operational by August 2019
- Launch of NORTH Foundation philanthropy training for NSLHD clinicians and researchers
- Implementing proactive major donor and bequest development programs
- Development Committee in place by December 2019

- NSLHD Funding Advisory Committee in place by December 2019
- Development of Donor Impact Reporting by December 2019
- Acquiring 9,800 new prospects and 1,800 new donors
- 30 new bequest considerers/intenders and 10 new confirmed bequesters
- 4 new community partnerships
- 4 new multi-year pledges
- 2 new corporate partners
- 4 new collaborative partnerships

KOLLING INSTITUTE OF MEDICAL RESEARCH

Work to finalise the Joint Venture agreement between NSLHD and the University of Sydney is continuing. The Kolling Institute website redevelopment continues as do other Kolling communication channels including social media (Twitter and Facebook) and internal communications. Discussions with the Marketing, Communications and Media functions at the University of Sydney have also occurred with a view to sharing stories across organisation to optimise exposure for Kolling researchers and their work.

The functions of the Research Office continue to be disrupted by the implementation of REGIS.

The official opening of the University of Sydney Core Facility Mass Spectrometer occurred on June 6 and was well attended. This infrastructure development is a great result for researchers pursuing related research.

A number of significant awards have been received by Kolling researchers in recent weeks:

- Prof Sarah Hilmer picked up the Innovation Development and Evaluation Award for her work into “Minimising the Functional Burden of Medications in Older Inpatients: Implementation of the Drug Burden Index”.
- Prof David Hunter was awarded the Clinical Research Award from the Osteoarthritis Research Society International.
- Prof Carolyn Sue was awarded the Mervyn Eadie Award for significant career achievement in neuroscience by the Australian and New Zealand association of neurologists.

SYDNEY NORTH PRIMARY HEALTH NETWORK (PHN)

In addition to the winter strategies above, NSLHD and the PHN have been jointly preparing for winter through promotion of available PHN discharge support services and social work services to LHD staff responsible for the timely and safe discharge of patients. This relates to the joint integrated care work for 2019/20 which has a focus on supporting RACFs and frail older persons. We continue to work on this program with a view to making early investments in initiatives and establishing sustainable integrated models of care.

CAPITAL WORKS

Royal North Shore Hospital

- Construction works on the southern campus (SHORE project) continue according to schedule. The high voltage power for this building will be sourced from the substation between North Shore Private Hospital and the TAFE at the northern end of the P1 car park. There will be disruptive works along southern Reserve Road commencing

on 30 June. Traffic management is in place for these works. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.

- Construction works on the Dexus site, for the construction of the North Shore Health Hub have commenced. Regular interface meetings between the stakeholders continue.
- Ausgrid have undertaken the first tranche of works to replace high voltage cable in Westbourne St and Reserve Road. There was significant disruption to traffic flow during these works but was managed very well by traffic controllers.
- The second Metro tunnel (Mabel) arrived on 19 June 2019. Effects were similar to the first tunnel (Wendy) which passed through in May. Discussions with Sydney Metro, NSLHD and other stakeholders continue with respect to the cross passage tunnel, an interlinking chamber between the two main tunnels. A trial of the heavy machinery which will create the interlink tunnel was carried out so that hospital staff could experience the noise generated first hand. Feedback was that the noise and vibration created was tolerable and will have no anticipated disruption to services.

Hornsby Hospital Redevelopment

For the Medical Imaging (MI)/ Paediatric Building which is due to open in December 2019, internal fit out works are continuing in the paediatric ward, wall framing is complete for the MI department and internal painting has commenced in the MI department. Also in MI lead lining is complete including the upgrading of the Gamma Camera Room.

Overall the northern portion of the building continues to increase in height with the Level 2 concrete poured mid-June.

The NSW State Budget 2019 confirmed \$65M for Stage 2A redevelopment and planning funds of \$65,000 have been provided for release in financial year 2019/20.



Ms Deb Willcox
Chief Executive

Date: 11.7.19