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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

COVID-19

NSLHD have established a governance structure to oversight the management of COVID-19 including a dedicated Incident Control Group (ICG) and Incident Management Team (IMT) in line with the NSLHD Pandemic Plan. Executive Leads have been identified across the Operations, Logistics and Supply, Communications, Workforce and ICT streams. The ICG meet daily to share information, provide status updates and escalates issues as they arise and District-wide teleconferences are being held three times per week with Emergency Department Directors and Nurse Unit Managers and General Managers.

Dedicated COVID-19 clinics have been established across NSLHD to ensure that staff and community have access to screening and assessment and information sessions for staff have been held across NSLHD hospitals and services. The forums are hosted by a team of experts including colleagues from Infection Prevention and Control, Infectious Diseases, Staff Health and Human Resources.

Regular updates are shared with all staff and NSLHD continues to share information with our external partners including Residential Aged Care Facilities, General Practitioners, tertiary education providers and community groups.

SAFETY AND QUALITY

The planned launch of ims+ has been delayed by 1 week and the NSLHD Clinical Governance Unit continues to work closely with the ims+ eHealth Team to continue to prepare for a revised launch date. 3417 NSLHD staff have completed online notifier training and 730 managers have completed either the online or face to face training.

The NSLHD Clinical Governance Unit has commenced preparations for the upcoming NSLHD Quality & Improvement Awards scheduled for 26 May 2020. These awards are the precursors for the NSW Health Awards and NSW Premier's Awards to be held later in the year. The NSLHD Quality & Improvement Awards provide an opportunity to recognise and showcase the innovative and excellent care that is delivered across the District. An invitation has been sent to staff to nominate projects. Applicants can nominate from a number of categories ranging from 'Patients as Partners', 'Safety and Quality', 'A Safe Workplace' and 'Keeping People Healthy'.

Consultation for a District Quality and Safety Strategy has commenced with a survey being sent to key stakeholders to ascertain key elements to be included in the strategy.

PERFORMANCE¹

Summary

In January 2020 ED Presentations across the District remained stable with a decrease of 0.2% (30 presentations) when compared to January 2019

NSLHD continues to perform strongly for Transfer of Care, achieving 94% for January 2020. ETP for the month was 72%. Within this, Ryde Hospital achieved 84%, Hornsby achieved 79% and RNSH achieved 65%. Targets were met across all triage categories.

NSLHD maintained the achievement of zero patients overdue for elective surgery at the end of January 2020.

ED Presentations

ED presentations to NSLHD for January 2020 remained stable when compared to January 2019. Within this, presentations increased by 1.3% at Royal North Shore Hospital (99 presentations). Ryde hospital saw a decrease of 3.8% (98 presentations) and Hornsby Hospital also saw a decrease of 0.9% (31 presentations).

The Urgent Care Centre at Mona Vale received 2059 presentations in January 2020.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 72% in January 2020 against the target of 81%. This is a decrease of 1% from January 2019.

ETP at RNSH was 65% for January 2020, a decrease of 1% compared to January 2019. During this time RNSH had a 1.3% increase in presentations (99 patients).

ETP was 84% at Ryde, an improvement of 3% compared to January 2019. This is alongside a 3.8% decrease in presentations (98 patients).

ETP was 79% at Hornsby, a decrease of 2% compared to January 2019 while presentation numbers decreased by 0.9% (31 patients).

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 94% for January 2020.

TOC at Ryde in January 2020 was 99%, ambulance arrivals decreased by 6.3% (40 ambulances) when compared to January 2019.

TOC at Hornsby in January 2020 was 95%, this is alongside a 4.4% increase in ambulance arrivals (32 ambulances) when compared to January 2019.

TOC at RNSH in January 2020 was 93%, this is alongside a 1.6% increase in ambulance arrivals (27 ambulances) when compared to January 2019.

Emergency Department (ED) Triage

NSLHD met the ED Triage Targets for all categories for January 2020.

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

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

Elective Surgery Access Performance (ESAP)

At the end of January 2020, there were no patients overdue for elective surgery marking over a year of this achievement.

ESAP for Category one patients was 100%. Category two performance was 90%, and Category three performance was 95% against the target of 97%. An LHD wide project focused on the management of surgical waitlists is currently being undertaken in an effort to improve surgical performance.

Average Length of Stay (ALOS)

The rolling 12 month ALOS at Hornsby is 3.58 days, and has been consistently below the target of 3.98 days for 12 months. The rolling 12 month ALOS at Ryde is 3.98 days, slightly above the target of 3.79 days. The rolling 12 month ALOS is RNSH is 4.87 days. This is below the target of 4.94 days.

NORTHERN BEACHES HOSPITAL

Performance

NBH have continued to see increased activity within their emergency department, in line with historical seasonal presentations at Manly and Mona Vale Hospitals.

Emergency performance has remained steady.

ED Presentations

In January 2020, the NBH received 5,983 ED presentations with YTD total of 38,340 presentations.

Transfer of Care (TOC)

NBH are performing strongly against this indicator achieving 99.4% for January 2020 and YTD.

Emergency Treatment Performance (ETP)

NBH achieved ETP of 76.9% for the month of January 2020 and YTD results of 76.6%.

Elective Surgery Access Performance (ESAP)

NBH had no elective surgery patients overdue or breach their recommended waiting time for January 2020.

Information & Communication Technology (ICT)

NBH has implemented the Oncology Information Management System (OMIS – MOSAIQ), and completed the pilot launch of the electronic Medication Management System (eMeds – MedChart). A working group is in place to monitor the ongoing testing of the EDWARD data reporting system and testing of the system continues. The go-live date for EDWARD is forecast to be later in 2020.

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's NCOS for February 2020 was \$3.44m (3%) unfavourable, resulting in \$22.16m (2%) unfavourable position for the year to date.

Total Expenses

Total Expenses were \$0.46m (0.35%) unfavourable for the month and \$12.37m (1%) unfavourable YTD. Overall February total expense was 6% lower compared to last 7 months average expenses. The unfavourability for the month was mainly due to S&W costs for staff deployed from the district to assist with the recent bushfire incidents.

The Districts FY forecast has been revised from \$26m to \$18m unfavourable as the District recognises \$8m supplementary budget to be provided by MoH in the coming months. Current FY forecast also incorporates \$1m bushfire expense (\$900k for Employee Related Cost and \$100k for Goods and Services Cost). The District continues to review the Full Year forecast taking into account the performance of existing and new potential roadmaps.

Revenue

Total NSLHD Own Sources Revenue was \$3.05m (14%) unfavourable for the month and \$9.1m (5%) unfavourable for year to date. Patient fees revenue was \$1.9m UF. \$1.1m UF was mainly driven by single room rate reduction from Private Health funds; \$0.5m from RNS which was driven by reduction in bed base & claim participation (approx. \$0.3m) and less ineligibles possibly due to declining overseas visitors (approx. \$0.2m); \$0.2m was in MHDA which mainly pertains to PHI rejections and claim participation compared to prior year. User charges was \$1.2m UF due to \$0.5m UF in ICT Hosted Services Revenue Reduction; \$0.5m UF Prosthesis revenue due to decrease in Cardiothoracic activity; and \$0.2m UF reduction in Radiology Facility Charges.

The District's FY Revenue forecast has been revised from \$12.4m to \$16m unfavourable. The \$16m forecasted unfavourable position is primarily composed of single room rate reduction from private health fund (\$12.0m), declining ineligible revenue (\$1.0m), MHDA's worsening PHI rejections and claim participation (\$1.0m), reduction in Radiology Facility Charges (\$1.2m) and ICT Hosted Services Revenue (\$0.5m).

Other item/s

The current full year projected NCOS is \$34m unfavourable, with \$18m for Expenses and \$16m for Revenue. Overall expense forecast has been revised from \$24m to \$18m since \$8m of supplementary budget will be provided by MoH to cover financial impact due to NBH services. Current forecast includes additional \$1m expense from bushfire impact.

Finance continues to work with facilities in the review and monitoring of existing roadmaps including identification of new roadmaps. In previous commentaries, NSLHD have advised that approximately \$1.8m worth of error rate were applied to NSLHD on the Healthshare's accelerated savings program as the District is already paying a reduced price for some of the items and therefore unlikely to realise any further savings on these items. This continues to be a challenge and the District's Performance Support Team (PST) will work with facilities to identify other areas of opportunities.

The District also continues to operate regular performance meetings with all services to discuss areas of concern and strategies to address financial performance.

ACTIVITY BASED FUNDING (ABF)

Acute ABF separations for January were 5.3% below target for NSLHD (excluding Northern Beaches Hospital). RNSH and Ryde were 6.4% and 6.9% below target respectively, and Hornsby was 0.1% above target.

NWAU

Acute NWAU for January was 2.8% below target for NSLHD (excluding Northern Beaches Hospital). RNSH (4.0%) and Ryde (6.6%) were below target, however Hornsby was 4.2% above target.

The acute activity result at RNSH is driven by some low acuity specialties while Hornsby's above target result is due to higher acuity specialties.

COMMUNICATIONS

Media

- Approximately 92,400 people were reached with the NSLHD Hospital Facebook pages.
- Two District newsletters were published to celebrate the achievements of staff, promote their work and provide staff with information.
- Communication support and messaging was provided for COVID-19 health worker case at Ryde Hospital with a detailed communication strategy in place
- Worked with the Sydney Morning Herald to feature RNSH Severe Burns Unit following the volcano and bush fire response
- Channel Nine News story on Australian-First Adaptive Radiotherapy technology, following the Northern Lights event
- Facilitated ABC TV story on male nurses
- Extensive media coverage of Professor Geoff Tofler's research into the risk of heart attacks in the bereaved, including the Sun Herald, ABC TV news channel, The National Tribune, The New Daily, 2SM radio.
- Professor Anthony Ashton featured on Ten News with a TV package on his research to improve treatment for women at risk of pregnancy induced heart failure.
- Article in the Hornsby Advocate on Hornsby Hospital Medical Imaging department opening.
- Media release sent to local paper on new recycling scheme launched at Hornsby
- Media release being finalised regarding NSLHD's response to the bushfire crisis, including case studies of some staff who supported Murrumbidgee and Southern NSW local health districts.

Projects

- Website redesign process is on track for go-live in March 2020 and work is progressing to review and transfer content from the current website design to the new design.
- Internal communications around the consultation workshops and surveys ahead of the new Kolling Institute Research Strategy
- Development of the Kolling Institute communications plan and communication activity plan for 2020
- Working on short videos for the public highlighting the new benefits of the stage 2 redevelopment of Hornsby Hospital. The videos will be hosted on the website and profile newly opened departments, with the first being Medical Imaging.
- Kolling social media coverage on the Pathway to Impact workshops, ovarian cancer researchers, Wear Red Day for heart research.
- Additional content pages added to the new Kolling Institute web pages
- Filming for My Virtual Care to showcase the great work of telehealth across NSLHD
- Promotion of the Health and Wellbeing Plan and JMO Wellbeing Plan

- Work on communication strategy and collateral for the proposed RNSH campus Lot 4b development and Health and Education Precinct continues.
- Progress on Hornsby Hospital Stage 2 redevelopment communications plan including Communications support to departments moving at HKH as part of redevelopment.
- Assisting with communications for implementation of new incident management platform ims+
- Providing health and crisis updates during bushfire emergency via social media and email to staff and the general public.

Events

- Northern Lights Research and Innovation Showcase was held in February 2020, highlighting the work of the Cancer and Palliative Care service.
- JMO Wellbeing event at the Kirribilli Club
- Planning is in early stages for the Kolling Institutes 100th Birthday celebrations. A variety of events will be held throughout the month of June.
- Planning for event to thank staff who assisted other LHDs during the bush fires. Attendance by NSW Minister for Health expected.
- Planning for Youth Week (1-9 April) is underway with promotional and event support being provided. An event is being held at RNS on Wednesday 8 April.
- Promotion of this year's Quality and Improvement Awards is underway. Planning is in progress for the awards ceremony, which will be held on Tuesday 26 May from 1-2pm.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Website Redesign

The project team is engaged in user acceptance testing to ensure functionality meets requirements. Web Champions identified in late December 2019, are working closely with content owners to ensure content readiness for go live. Consumers will also be engaged for usability testing in Mid-March - an important step to ensure any issues from our consumers can be addressed in time before the planned go live before 30 March 2020.

Windows 10 Upgrade Project

Commenced in September 2019 and is running to schedule with a large volume of computer upgrades/deployments occurring across the LHD. As of 2 March 2020 the project is 51% completed and expected to be finished by the end of June 2020.

MEDICAL SERVICES

Senior Medical Practitioners

The VMO Quinquennial reappointment process is progressing well with approximately 80% completing the application stage and the Credentialing (Clinical Privileges) Sub-Committees are preparing to consider these VMOs for recommendation to MDAAC. The process to reappoint Honorary Medical Officers has also commenced.

Junior Medical Practitioners

The first 2020 NSLHD JMO Wellbeing Board Committee meeting was held on 12 February. Following the successful JMO Wellbeing Forum, the NSLHD JMO Health and Wellbeing Plan has been sent both electronically along with published copies to all facilities. The Committee is now working to prioritise and take actions as identified in the Plan, as well as feedback provided at the NSLHD JMO Wellbeing Forum.

MENTAL HEALTH, DRUG & ALCOHOL (MHDA)

Disaster Deployment

MHDA continue to deploy teams to communities who have been devastated by the recent bushfires within Southern NSW LHD. A number of teams have been dispatched with planning underway to provide further support through to the end of March, 2020.

Relocation of Inpatient Drug and Alcohol Services – RNSH Campus

Following a detailed review and consultation process with senior clinicians from RNSH and Drug and Alcohol Services, Level 6 of the Douglas Building on the RNSH campus has been identified as the preferred location to relocate the Inpatient Drug and Alcohol Service currently located in Building 8 on Herbert Street. The relocation of the Service is a high priority for NSLHD and service delivery will be maintained while the necessary fit out works are undertaken. The new location will meet the clinical requirements of the Service and will allow for improved amenity for staff and patients.

NURSING AND MIDWIFERY

Safety Culture and Practice Development

The NMD has commenced a 6 month project to consider Hospital Acquired Complications (HACs). This project aims to provide specialist leadership, and advice regarding issues identified in the clinical management of patients, with delirium, and those at risk of falls. This will enable the development of clinical practice related to prevention strategies, and the implementation of high quality nursing care, to patients at high risk of delirium and falls.

COUNTER DISASTER UNIT

Bushfire Response

NSLHD has been working in partnership with the affected communities of Murrumbidgee (MLHD) and Southern NSW Districts (SLHD) to support their Health needs within the community. As of January 2020, 71 employees have been deployed to Wagga Wagga and the surrounding towns and villages. The focus has been on evacuations centres and undertaking community outreach activities plus, supporting the local Employee Assistance Program. Employees have been deployed from a variety of disciplines including clinical and allied health staff.

Storm Activity

Consecutive storm related power outages across the district have seen NSLHD actively supporting identified vulnerable person with complex health care needs in the community. As part of this response, it has been identified that additional work is needed to develop strategies around the identification and support for this population and a multi-disciplinary working group is being established to progress this work.

PEOPLE AND CULTURE

Systems and Analytics

The Workforce System team will be launching a new District wide dashboard, designed and created to amalgamate and summarise the 9 selected workforce metrics in a single view layout. The Dashboard will be referred to as the 'Workforce Profiler'. The Workforce Profiler will enable new and existing people leaders to monitor and improve engagement, with their direct reports. It will eliminate the need for people leaders to navigate through various systems and screens to collate all these records.

This tool represents a simple, effective way to provide insight to both people leaders and their direct reports regarding their current liabilities and mandatory performance. The more readily available this information is, the more informed and better prepared the District is in supporting our valued staff. One of the added benefits of this system is the ability to initiate an open engagement as part of the PRIDE Process.

Centre Education and Development

The Leadership Advisory Board recently endorsed the NSLHD Leadership Program (LDP) for implementation. The aim is to increase the capabilities of our leaders and ensure NSLHD is well positioned for the future. The Program was developed collaboratively by members of the team from the Centre for Education and Talent Development. Nominations were sought in January and applications were reviewed by members of the LAB. The program commencing in March is targeted at middle management, is multidisciplinary and aligned to the ten priority capabilities determined by NSLHD Executives and the Strategic plan.

Health Safety and Wellbeing

- All NSW Health WHS Audits planned for NSLHD have now been completed for the current auditing period. The last reports are being finalised, and these audit reports are used to develop site and service WHS action plans where areas of improvement have been identified for implementation.
- NSLHD 2019-2021 Health & Wellbeing Plan: Promotional stands were conducted at each site within the LHD. Staff that visited the stands were provided with information including Health and Wellbeing, EAP and Fitness Passport brochures along with the Health and Wellbeing Plan link address.
- As part of the NSLHD Health and Wellbeing program we have partnered with First State Super to offer staff access to Financial Wellbeing seminars. The seminars include Super Basics, Starting out in Your Career, Building Your Wealth, Financial Fitness and Retire Ready programs. There are a total of 15 seminars planned throughout NSLHD commencing on 4 March.

PRIMARY & COMMUNITY HEALTH

Aged, Chronic Care and Allied Health

A tender process was conducted in 2019 to appoint providers for the Transitional Aged Care TRANSPAC-NS Program. Transitional Aged Care in Northern Sydney is provided by contracted service providers while NSLHD manages the program and the central intake. The Program is delivered to clients within their homes and there are 90 community based packages provided in a partnership model between NSLHD and the contracted providers for specific care services and low intensity therapy. Programs are targeted at older clients (70+) and Aboriginal and Torres Strait Islanders aged over 50 years who live in the Hornsby, Ku-ring-gai, Hunters Hill, Lane Cove, Mosman, North Sydney, Ryde, Willoughby and Northern Beaches local government areas. Services are available to all pensioners, self-funded retirees and clients who are DVA funded.

RESEARCH

Eminent NSLHD researcher named to highest honour at Australia Day Honours

The Co-Head of the Cancer Genetics Laboratory at NSLHD, Professor Bruce Robinson AM was one of five distinguished Australians named as a Companion (AC) in the General Division of the Order of Australia, as part of the Australia Day Honours. Professor Robinson, the Chair of the National Health and Medical Research Council, was cited “for eminent service to medical research, and to national healthcare, through policy development and reform, and to tertiary education”. He is also Chair of the Medicare Benefits Schedule Review Taskforce.

Success for NSLHD researchers in NHMRC Grants rounds

More than \$4 million was received by NSLHD researchers in recent NHMRC grants rounds:

- Dr David Chan from the Bill Walsh Translational Cancer Research Laboratory received funding for a five year program to improve PET imaging for neuroendocrine neoplasms;
- The Women and Babies Research team received a large grant for a five year study to improve outcomes for women with gestational diabetes;
- Professor Sue Kurrle received funds to assist in supporting frail people when they return home from hospital, in conjunction with their GPs; and
- Professor Sarah Hilmer will also focus on aging in her funded research that aims to guide the safe and effective use of medicines in hospital and after discharge.

Ramsay Research Grants

NSLHD received an overwhelming response to calls for applications for the Ramsay Research and Teaching Fund Scheme Grants in 2019. The grants are intended to support research in six key categories; Biomedical Research; Clinical Research; Health Service Research; Education Research; Implementation Research; and Research in Practice. Successful applicants will be advised by April 2020, for project commencement in June/July 2020.

Translational Research Grants Scheme (TRGS)

Preparation for applications to Round Five of the Office for Health and Medical Research (OHMR) Translational Research Grants Scheme (TRGS) is now beginning. The District has previously achieved success in this scheme, and we hope to achieve similar success in this round which will be focusing on building translational research capacity in the health system. Expressions of Interest for applications are expected to be due in May 2020.

NORTH Foundation

Grateful Patient Program

The Foundation is currently focused on developing the Grateful Patient Program. This is a fundraising initiative that allows hospitals across the NSLHD and the Kolling Institute of Medical Research to find more major gift prospects among their patients.

Gift of Thanks

The Foundation is refreshing their 'Gift of Thanks' donation program materials. A Gift of Thanks is made by the patient and/or family of patients who feel a sense of gratitude to the hospitals and research units that have supported them.

CAPITAL WORKS

Hornsby Hospital Redevelopment

Stage 2 and Medical Imaging Redevelopment

- The construction of the main Clinical Services Building, helipad and expansion of the Emergency Department is progressing.

Stage 2A Redevelopment:

- The schematic design for the Stage 2A project was finalised in December 2019.
- A series of Stage 2A Value Management and Scope Prioritisation Workshops were held with the HKH Executive User Group in January 2020 to ensure the project is delivered within available funding.
- The Final Business Case is due for submission to the Ministry of Health in March 2020.

Royal North Shore Hospital

- Planning has commenced for the construction of an Interventional Neuroradiology (INR) Suite, to be located in what is currently the recovery area close to operating theatres on level 4 of the Acute Services Building.
- Work to put the gantries in place to support the pedestrian bridge between North Shore Private Hospital and the North Shore Health Hub will commence in early March.
- The SHOR Building is nearing completion with internal fit outs progressing well and landscaping work underway. This building will be opened in August 2020.

SYDNEY NORTH PRIMARY HEALTH NETWORK (PHN)

Both NSLHD and SNPHN Chief Executives attended the annual NSW PHN-LHD all-day symposium. The MoH have developed a joint regional statement to guide the collaborative work of PHNs and LHDs (called: NSW Health and NSW Primary Health Networks: Working together to deliver person-centred healthcare).

Discussion at the symposium focused on identifying four priority challenges, and actions to address these. The PHN-LHD Joint Executive met to establish direction of the Joint Regional Mental Health plan.

Locally our joint work on collaborative commissioning is on track for submission to the MoH by March, which will shift us into the 'Joint Development Phase' and trigger release of MoH funds. The PHN-LHD Joint Executive met to discuss strategic priorities for the Joint Regional Mental Health plan, and work continues across frail older persons, supporting RACFs, and wound care.



Deb Willcox
Chief Executive

Date: 13 March 2020