

CE Report



Health
Northern Sydney
Local Health District

**Chief Executive's Report to the NSLHD Board,
the Finance, Risk & Performance Committee,
and the Board, Audit & Risk Committee
May 2021**

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NSLHD PERFORMANCE

NSLHD remains at Performance Level 0

SAFETY AND QUALITY INDICATORS (April 2021)

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.3	-0.7		≤ 1.0	1.0	0.0
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.3	-0.3
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ²		≤ 13.0%	13.7%	0.7%		≤ 13.0%	11.6%	1.4%
MH: APDC Follow Up Within 7 days ²		≥ 75%	81%	6.2%		≥ 75%	85%	9.7%
Unplanned Hospital Readmissions [#]		6.4%	6.4%	0.0%		6.6%	6.6%	0.0%

¹Data 1 month delay

²Data 2 month delay

[#] Unplanned Hospital Readmissions targets are prior year actual.

SAFETY AND QUALITY

Consumer and Patient Experience (CAPE)

Patient Experience Week (PX Week) was celebrated across NSLHD from Monday 26 April to Friday 30 April 2021. PX Week is a global initiative of the Beryl Institute and celebrates healthcare staff who contribute to patient experience and encourages their continued efforts.

An evaluation of the Emergency Department (ED) Patient Experience Officer (PEO) program was conducted at Royal North Shore Hospital (RNSH), Ryde Hospital and Hornsby Ku-ring-gai Hospital (HKH). Results of the PEO program indicated a significant downward trend of incidents of aggression in the HKH ED and an upward trend in the number of compliments received for the RNSH ED. Results of the evaluation have been submitted to the Ministry of Health (MoH).

The MoH continue to progress the *Elevating the Human Experience - Guide to Action*. Seven MoH led Enabler Groups have been established to complement roll out of the Guide. NSLHD has representation across all seven Enabler Groups, developed to transform the way NSW Health delivers high quality, compassionate and personalised care.

'What Matters to You' Day celebrations are scheduled for between Monday 7 June 2021 – Friday 11 June 2021. The consumer event aims to encourage patients to share what matters to them and to encourage meaningful conversations between those giving and receiving care.

Clinical Procedural Safety

In compliance with NSW Health Policy Directive PD2017_032 - *Clinical Procedure Safety*, a Working Group has been established to develop a standardised approach for all Level 3 Clinical Procedures. This includes the transition from paper patient verification checklists to iView, a digital clinical handover document available in the eMR (electronic Medical Record). Work is also underway to standardise safety checks for both Level 1 and 2 Clinical Procedures.

Accreditation

RNSH, HKH and Ryde Hospital are preparing for trial accreditation assessments scheduled for June, July and August 2021. This will include focus on the Clinical Governance and Partnering with Consumers Standards, in consultation with the NSLHD Board and Executive. The NSLHD National Standards Governance Committee continues to meet monthly.

Prompt Implementation

The Prompt Quality Improvement System will go-live on Tuesday 18 May 2021. Prompt is a central repository and document management system for all NSLHD policies, procedures and guidelines. Targeted training sessions are being held for System Administrators and Document Author/Facilitators.

NSLHD Quality and Improvement Awards

Applications for the NSLHD Quality and Improvement Awards closed 30 April 2021, with 26 applications received. Applications will be assessed by a panel of senior managers, clinicians, non-clinical staff and a consumer. The Award ceremony will take place on 29 June 2021.

Patient Safety Culture Survey (PSCS)

The PSCS Implementation Plan has been approved and the first Working Group meeting is scheduled for 5 May 2021. Key stakeholders HealthShare NSW and NSW Health Pathology have agreed to participate in the PSCS and have nominated representatives to be included in the Working Group. The PSCS will be launched on 1 June 2021 and will run for two weeks.

PATIENT FLOW AND SERVICE ACCESS¹

Northern Sydney Local Health District (NSLHD)

Across NSLHD, there were 13,587 presentations to EDs in March 2021, a decrease of 3.9% (553) compared to presentations in March 2020.

NSLHD achieved 89% for Transfer of Care in March 2021. ETP for the month was 66%.

NSLHD has 20 patients overdue for elective surgery at the end of March 2021. Temporary measures have been introduced across the District to ensure patients continue to receive timely access to elective surgery including:

- Centralisation of elective surgery bookings across NSLHD
- Clinical prioritisation of Category A, Emergency and Cancer surgical cases
- Clinical review of Category B and C patients currently on the waitlist
- Selected Category A elective surgery cases performed at North Shore Private Hospital

ED Presentations

ED presentations to NSLHD for March 2021 decreased by 553 patients overall when compared to March 2020.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 66% in March 2021 against the target of 81%. This demonstrates a decrease of 10% when compared to March 2020.

ETP at RNSH was 53% for March 2021, a decrease of 15% from March 2020. Presentation numbers decreased by 12.9% (1,091 patients) when compared to March 2020 (*Note – the*

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

first part of this month contains some of the COVID-19 testing presentations before they moved to the non-admitted data set).

ETP at Ryde Hospital was 79% for March 2021, an increase of 3% from March 2020. Presentation numbers increased by 5.1% (121 patients) when compared to March 2020.

ETP at HKH was 77% for March 2021, a decrease of 5% from March 2020. Presentation numbers increased by 12.3% (417 patients) when compared to March 2020.

Transfer of Care (ToC)

NSLHD achieved 89% for March 2021 against the target of 90%.

ToC at Ryde Hospital in March 2021 was 96%, this is alongside a 9.6% increase in ambulance arrivals (51 ambulances) when compared to March 2020.

ToC at RNSH in March 2021 was 76%, this is alongside a 4.1% increase in ambulance arrivals (64 ambulances) when compared to March 2020.

ToC at HKH in March 2021 was 93%, this is alongside a 14.4% increase in ambulance arrivals (90 ambulances) when compared to March 2020.

ED Triage

NSLHD met the target for Triage Category 1 in March 2021. Within this, all facilities achieved 100%.

NSLHD achieved 77% for Triage Category 2 against the target of 95%. Within this, HKH recorded 89%, RNSH recorded 72% and Ryde recorded 88%.

NSLHD achieved 70% for Triage Category 3 against the target of 85%. Within this, HKH recorded 81%, RNSH recorded 64% and Ryde recorded 84%.

NSLHD achieved 79% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

NSLHD achieved 92% for Triage Category 5 against the target of 70%. Within this, all facilities met the target.

All sites are developing detailed plans for how ED triage target performance will be improved.

Elective Surgery Access Performance (ESAP)

At the end of March 2021, there were 20 patients overdue for elective surgery. District waitlist sessions continue across all sites to prioritise overdue patients for surgery where clinically appropriate.

ESAP for Category 1 patients was 100%. Category 2 performance was 82% against the target of 97%, and Category 3 performance was 90% 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 ALOS at HKH for March 2021 was 3.83 days, and has been consistently below the target of 3.92 days for 12 months. The ALOS at Ryde for March 2021 was 4.65 days, above the target of 3.74 days. The ALOS at RNSH for March 2021 was 5.18 days. This is above the target of 4.82 days.

NORTHERN BEACHES HOSPITAL (NBH) REPORT

ED Presentations

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

ED presentations to NBH for March 2021 increased by 10.3% (6,109 presentations) when compared to February 2021. NBH recorded 1,810 COVID-19 Clinic presentations for March 2021.

Transfer of Care (ToC)

NBH continues to perform strongly against ToC targets, achieving 99.0% in March 2021.

Emergency Treatment Performance (ETP)

ETP for NBH was 75.8% in March 2021, a decrease of 2.2% when compared to February 2021.

Admitted ETP was 45% in March 2021, an increase of 1% when compared to February 2021. As COVID-19 Clinic presentations are registered as Category 5 ED Activity, ETP accuracy may be affected.

SERVICE IMPROVEMENT AND INNOVATION

NSLHD Innovation Program

The NSLHD Innovation Program Round 1 was held on 28 April 2021. The following applications were awarded funding:

- *Curtailling Clinical Care's Catastrophic Carbon Contributions*: An anaesthetic gas filtering device that passively captures all scavenged waste anaesthetic gas, which is then returned for recycling.
- *The 'OPRAH' Project, Optimising Postnatal Recovery & Health*: A postnatal physiotherapy video including simulated graphics aimed at facilitating improved understanding and uptake of essential postnatal exercise.
- *The Gut Microbiome in Radiotherapy*: A study to inform the development and validation of a predictive clinical biomarker for radiotherapy related adverse events.

The Planetary Health and Innovation Program partnership was also launched at the Innovation Program, aimed at providing a pathway for staff to apply for funding for planetary health related initiatives. Planetary health and the Innovation Program share the aim of improving the health of the population through clinical care and protection of the environment.

Service Improvement – Outpatient Clinics

Review of the RNSH Outpatient Gynaecology, Ear, Nose and Throat (ENT) and Neurosurgery Clinics is currently underway. A Multidisciplinary Team has been established for the Urogynaecology Clinic as part of a three month trial. A review of ENT and Neurosurgery will focus on referral, eligibility and discharge criteria to reduce wait times and improve service access.

INTEGRATED CARE

Collaborative Commissioning

The Collaborative Commissioning consumer consultation phase has now been completed. Consultation included presentations at community councils, attendance at community groups and a survey of over 300 people as part of the *Older Australians: Designing Your Health Care Survey*. Findings from consumer consultations are being validated by clinical leads and Executives for incorporation into the pathway. The next phase will include a review of outcomes and costs, and long-term sustainability, in collaboration with the MoH.

Planned Care for Better Health (PCBH)

PCBH has been identified as one of six MoH key integrated care initiatives. PCBH aims to identify patients at risk of hospitalisation and provides proactive care to reduce future hospital visits, whilst improving their experience of care. NSLHD, eHealth and the MoH have developed a predictive algorithm to complement the initiative, planned to go-live on 10 May 2021.

FINANCIAL PERFORMANCE

General Fund

Overview

The District's Net Cost of Service (NCOS) variance for April 2021 was \$1.3m (1.0%) favourable for the month, resulting in a \$29.9m (-2.2%) unfavourable position YTD. The unfavourable position incorporates incremental costs associated with the District's COVID-19 response and Vaccination rollout. The NCOS for April 2021 YTD is \$20.4m (-1.6%) unfavourable.

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

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

Overall YTD COVID-19 & Vaccination expense for the District is \$88.3m which is mainly composed of COVID-19 clinics, testing and outsourced patient services activities.

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

Total Expenses

Total Expense was \$12.9m (-0.8%) unfavourable YTD. YTD Total Expense after adjusting for the COVID-19 and the Vaccination costs is \$0.8m (0.5%) favourable for the month and \$3.1m (-0.2%) unfavourable YTD. This is primarily driven by an underlying deficit in RNSH's employee related expense and goods and services.

The District is currently forecasting a balanced budget for the Full Year after adjusting for the impact of COVID-19 response.

Revenue

Total Revenue for April 2021 was \$2.2m (-9.5%) unfavourable, resulting in \$15.1m (-6.3%) unfavourable YTD. After adjusting for the COVID19, Total Own Source Revenue was \$15.5m (-6.5%) unfavourable YTD. The YTD revenue result pertains mainly to \$2.4m reduction in Department Veterans Affairs (DVA) and Motor Accidents Authority (MAA) income and \$14.3m additional MoH allocated Full Year Revenue Target.

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

Full year Revenue forecast for the District have been revised from \$17.3m to \$19.7m unfavourable. This is mainly due to the reduction in DVA and MAA income.

SERVICE UPDATES

Aboriginal Health Service

The Aboriginal and Torres Strait Islander Staff Network Day was held on 14 April 2021. The Staff Network Day was held to provide cultural and psychosocial support all NSLHD Aboriginal and Torres Strait Islander employees and is identified as a strategy in the *NSLHD Aboriginal and Torres Strait Islander Health Services Plan 2017-2022*.

To strengthen the skills and knowledge of Registered Nurses providing care to the Aboriginal and Torres Strait Islander community, the Nursing and Midwifery GradStart Program will be offering nursing placements at the Bungee Bidgee Aboriginal Health Clinic and the HKH Chronic Care Clinic. Aboriginal and Torres Strait Islander staff in the Program will be offered the placements in 2021, with a view to expand to all Gradstart nurses from 2022.

Allied Health

The *NSLHD Allied Health: Leading Teams in the Clinical Workplace Workshop* was held on Wednesday 28 April 2021. The aim of the Workshop was to develop current and aspiring Allied Health professionals in senior and team leader roles. Staff learnt about brief writing, effective business case essentials, engaging senior leaders and managers, pitching ideas, facilitating effective meetings and coaching and mentoring for supporting team members.

The NSLHD Disability Strategy Manager continues to follow the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Recommendations from the Interim Report will be released in October 2020. To assess the District's compliance with NSW Health Policy Directive *PD2017_001 – Responding to Needs of People with Disability during Hospitalisation*, the Implementation Checklist appended to the Policy will be completed. A specially designed handover document for patients with an intellectual disability presenting to an NSLHD hospital or service who are unable to self-represent or are without a carer, will also be developed.

Mental Health, Drug & Alcohol (MHDA)

MHDA are currently progressing a range of COVID-19 related projects, additional improvement and innovation projects and mental health care planning. A video is being developed in consultation with carers to share their insights into the valuable role that carers play in supporting the wellbeing and recovery of consumers with lived experience of mental health issues.

Primary & Community Health (PACH)

BreastScreen Northern Sydney Central Coast (NSCC) was the first BreastScreen service in NSW to undergo virtual accreditation. The assessors commended the cancer detection rates, use of data to support strategic and operational planning, and use of innovative equipment in the BreastScreen clinics. The SmartCurve Breast Stabilisation machine was funded through the NSLHD Innovation Program and was highlighted by the assessors as an example of BreastScreen NSCC continually striving to improve health outcomes for women through innovation.

Counter Disaster Unit (CDU)

CDU have facilitated a range of training opportunities for staff and Executives on topics including Major Incident Medical Management and Support, Incident Control Systems, Chemical Biological Radiological Responders Course and Internal Response Team training.

Work is also underway to support HKH in the opening of the new helipad and establishment of a new Disaster Control Centre as part of the Stage 2 Redevelopment.

COMMUNICATIONS

Internal Media

- Two NSLHD newsletters published in April 2021
- Quarterly Kolling Institute community newsletter, featuring the latest activity across the priority research areas, as well as National Health and Medical Research Council (NHMRC) funding for national cardiology and emergency nursing trials, driven by Professor Gemma Figtree and Professor Margaret Fry
- CE broadcast on vaccination preparations update
- CE broadcast on update of flu vaccination program
- CE broadcast on start of staff flu vaccination program
- CE broadcast on Easter
- Internal communications detailed the revised branding protocols for the Kolling Institute, including a new positioning statement, *Bridging Medical Research and Health*, to better reflect the translational research strength of the institute.

Social Media

- Facebook has seen more than 36,500 likes on our pages from 27 posts
- Twitter has seen 3,000 tweet impressions and four new followers
- LinkedIn has seen 102 new followers
- Instagram has seen 272 followers with a high engagement rate

External Media

- Radio National Health Report interview with Dr Norman Swan and Kolling Institute researcher Dr Leticia Deveza, discussing the findings of a study into thumb osteoarthritis
- Channel 9 news story featuring Professor David Hunter discussing a large, national stem cell therapy trial for knee osteoarthritis. More than 400 people are being recruited for the trial, set to be the largest in the world investigating the effectiveness of stem cell injections for knee osteoarthritis

Upcoming Events

- International Day of the Midwife on 5 May 2021
- International Nurses Day on 12 May 2021
- Adolescent and Young Adult Hospital, Manly sod turn on 10 May 2021

Projects

- Supporting the operationalisation of the COVID-19 Vaccination Centres at MVH and RNSH with communication/signage needs
- Supporting the team at Graythwaite Rehabilitation Centre to promote iGO video launch with posters and banners
- Working with the HKH Nursing and Midwifery Directorate on a commemorative newsletter
- Working with People and Culture to create a Graduate Health Management Program promotional video
- Progressing a premature baby book with parent of baby in the RNSH NICU
- Finalised CAPE (Consumer and Patient Experience) posters for Ryde Hospital
- Working with cancer services on a special publication, *The cancer journey in Northern Sydney* informed by the Reporting for Better Cancer Outcomes Program
- Planning underway for Diversity, Inclusion and Belonging video
- Assisting with production of the NSLHD Research Highlights 2020 Report
- Planning for opening of the Clinical Services Building at HKH
- Developing communication material for Ryde maternity services

- Communication material for Ryde Hospital Clinical Services Plan consultation
- NSLHD website Stage 2 development and improvements

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

ICT Projects

NSLHD has been selected as a pilot site for a number of NSW Health key ICT projects. Key updates include:

- **Comprehensive Care eMR Solutions:** The engagement process has commenced and a project team is being developed. The eMR Solution will support clinicians in providing comprehensive care to inpatients in alignment with the National Safety and Quality Health Service (NSQHS) Standards.
- **Smoking Cessation:** A Steering Committee has been established and planning for change and adoption activities has commenced.
- **The Drug Burden Index (DBI):** The pilot is undergoing an evaluation which will be completed in August 2021.
- **Electronic Record for Intensive Care (eRIC) and eMR Interoperability:** The Proof of Concept between eRIC and eMR has been successfully implemented at RNSH and HKH. The evaluation phase will be completed in June 2021.

ICT Digital Strategy

The District has commenced the development of a new ICT Strategy which will guide our technology direction and roadmap for the next five years, supporting our organisational direction and alignment with NSW Health strategies. The Strategy will assess the strategic position of current ICT capabilities towards future directions and confirm the key priority areas and strategic direction for NSLHD. Workshops involving Executives and other key clinical stakeholders were held during March and April 2021, with a view to having the new Digital/ICT Strategy in place by June 2021.

Statewide PACS/RIS Program (Medical Imaging System Replacement/Upgrade)

The first roll out of the new RIS/PACS solution was successfully implemented at Wyong Hospital, Gosford Hospital in April and early May 2021. The program will continue across all NSLHD hospitals until completion in June 2021.

Electronic Record for Neonatal Intensive Care Unit (eRIC NICU)

The implementation of the eRIC system in the NICU is a partnership between eHealth NSW and NSLHD. The District is in the planning and assessment phase for the implementation of the system.

Web Enhancement Project

Following successful implementation of the new NSLHD website in January 2021, work has commenced on Stage 2 of website developments. Testing was completed for a new consumer experience page which is expected to go-live on 7 May 2021. Content planning is scheduled to update MHDA internet pages.

Cyber Security

The NSLHD Cyber Security Roadmap activities continue with a current focus on improving the technology and configuration of the ICT network to better manage and monitor our ICT systems.

Key updates for cyber security include:

- Annual testing has commenced on the resilience of the operating environment to identify opportunities to improve NSLHD's security posture.
- Guidance was received from Cyber Security NSW regarding the annual attestation process, due for submission to eHealth NSW by July 2021.

- Existing network tools were further expanded to improve the ability of our Cyber Security team to detect and monitor irregular network traffic.

Active Directory Migration

NSLHD and eHealth NSW have started migrating computers to the NSW Health (state-wide) directory. This project is foundational to modernising our computer infrastructure.

Key updates for the active directory migration include:

- Macquarie Hospital, Community Health Centres and Early Childhood Centres, Ryde Hospital and HKH were all migrated with a 90% success rate for machines in scope.
- The project team continued to engage with site champions at RNSH to establish go-live dates and specific department communications.
- Assessment and planning continues with a view to migrate computers in a way that minimises the impact of the required 15-30 minute downtime, particularly to critical care areas. This includes use of the MigrateMe application which enables staff to undertake the migration process themselves.

Waitlist Optimisation Project

NSLHD is working in collaboration with the MoH and eHealth NSW to progress the Waitlist Optimisation Project, a state-wide initiative to modernise the current Waitlist functionality and associated reporting. The Project is currently in the planning phase.

MEDICAL SERVICES

Junior Medical Officers

The MoH is running the *Your Training and Wellbeing Matters Survey* from 26 April to 16 May 2021 for all doctors in training. This is the third and last survey in the series. The JMO Wellbeing Board Committee will use results of the surveys to determine actions to enhance the JMO working environment.

NURSING AND MIDWIFERY

Nursing and Midwifery Careers

The NSLHD Nursing and Midwifery Directorate (NMD) are focusing on promoting NSLHD's nursing and midwifery profile at University and educational partner Career Expos. The NMD Workforce Team attended the 2021 Australian College of Nursing, Nursing and Health Virtual Expo on 24 April 2021.

Nursing and Midwifery Workforce Reporting

Targeted reporting to the MoH continues with a focus on meeting and maintaining the industry prescribed 'nursing hours, per patient, per day'. This also enables improved understanding of the nursing and midwifery workforce areas that require improvement or development.

Nurse Practitioners (NP)

RNSH Intensive Care Unit (ICU) NPs presented their revised NP Model to NSW Health Directors of Nursing on invitation from Ms Jacqui Cross, Chief Nurse, NSW Health. This model incorporates two additional NP positions to facilitate a case coordinator model of care. The model is shown to reduce ICU length of stay and facilitates ICU admission avoidance. A curriculum for new Transitional NPs has been proposed to further develop skills and care structures.

Australian Health Practitioner Regulation Agency (AHPRA) Registration

The NMD Workforce team and People and Culture Systems and Analytics team have developed a process for the annual renewal of AHPRA registrations to ensure all NSLHD nurses and midwives are appropriately credentialed.

Mental Health Pathways in Practice (MHPIP)

The sites for Phase One of the Mental Health Pathways in Practice have been confirmed. Work with these units will commence in May with a manager and team leader workshop. The focus of the work will be on the impact of the program on team culture and different ways of working to engage and empower the workforce in their professional development journeys.

Hospital Acquired Complications (HAC)

The NMD is working with the Clinical Governance Unit and hospital and service Safety and Quality Managers to address all key HACs, starting with high risk areas. A review of HACs related to delirium, hospital acquired pneumonia and blood stream infections is underway.

COVID-19 Response

NSLHD nursing staff have joined the NSW Health Vaccination Centre at Sydney Olympic Park. Recruitment continues for casual Assistants in Nursing (AIN) and for Nurse Immunisers to assist with the state-wide Vaccination Program. The Mona Vale COVID-19 Testing Clinic has now transitioned to a drive through Clinic. Additional Vaccination Hubs will be open at RNSH and MVH in May 2021.

Maternity Services

The Agency for Clinical Innovation (ACI) has established the Maternity and Neonatal Network. The aim of the Network is to provide expert clinical advice and leadership to NSW Health on maternity and neonatal care, services and improvement. NSLHD staff interested in improving health outcomes for pregnant women, newborns and their families will be provided with the opportunity to join.

Patient Access and Logistic Unit (PALS)

Automation of PALS processes for reconciliation of charges from both the Ambulance NSW (ASNSW) and Patient Transport Service has progressed. This work is being undertaken in partnership with local eMR teams, the MoH Patient Flow Portal Team, HealthShare NSW and ASNSW.

In collaboration with HealthShare NSW, NSLHD are trialling a new QlikView Patient Transport LHD Dashboard. The Dashboard provides PALS and hospital Patient Flow Managers with a transparent and comparative view of Patient Transport trends. **PEOPLE AND CULTURE**

NSLHD People and Culture Plan 2022 – 2026

Work has commenced to develop the next NSLHD People and Culture Plan which will align with existing NSLHD strategic plans and priorities, as well as the NSW Health Future Health Strategy and workforce strategies.

Health Safety and Wellbeing

NSLHD reported favourable results in the NSW Health statewide agency performance adjustment exercise in relation to workers compensation management. These results are a result of fewer claims, less severe claims and rapid return to sustained suitable or pre-injury duties.

A review of the NSLHD Health and Wellbeing Plan 2019-2021 is currently underway to inform the development of the next NSLHD Health and Wellbeing Plan 2021-2023.

The Domestic Violence Staff Support Program now has an established Working Group. The Group has been formed to progress the development of manager training and resources and

comprises key staff from the People and Culture Health Safety and Wellbeing Team and Northern Sydney Child Protection.

Employee Assistance Program

A new external provider has been appointed and transition planning is underway for June 2021 commencement.

Influenza Vaccination Program 2021

The NSLHD winter Influenza Vaccination Program has commenced, which will run in parallel with the COVID-19 vaccination program. The People and Culture Systems and Analytics team have developed a suite of new digital tools to enable improved tracking and reporting of vaccination compliance, as NSLHD continues to migrate staff vaccination records into the state-wide Vaxlink system.

Organisational Development and Capability

Preparations are underway for the 2021 People Matter Engagement Survey (PMES), to be deployed in August 2021. Results of PMES will be available by November 2021.

Speaking Up for Safety (SUFS) training has passed the 3,000 participant milestone. Stage 2 – Safe Behaviours Together will be rolled out at Ryde Hospital in late 2021.

RESEARCH

Sydney Health Partners (SHP)

Documentation for the SHP Research Passport project will be circulated to the Group in May 2021. Documentation to be circulated includes a REDCap database, a procedure, an application form and Memorandum of Understanding (MOU).

SHP has partially funded a recruitment oriented clinical trials pilot that involves a Clinical Trials Coordinator focused on recruiting to multiple projects. While recruitment for trials at NSLHD is among the highest in NSW, it is recognised that recruitment across all trials could still be increased.

Nursing Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- 15 peer reviewed Nursing and Midwifery publications in 2021.
- Practice Inquiry Online Drop-In sessions remain popular (20-30 participants per session).
- Researcher education program for 2021 sessions are still attracting over 20 participants. Sessions are delivered entirely via Skype.
- The Health Informatics Mentorship Program is progressing well and 12 CN/MCs, CN/MS and CNEs are enrolled. Projects include reducing bed block in neurosurgery, improving person-centred care (mental health), improving surfactant administration to neonates (sedation and analgesia) and improving discharge planning for long term clients in mental health.
- NSLHD N&M Research and Practice Development Monthly Newsletter.
- Research/practice inquiry consultations provided to nurses and midwives included improving the continuity of care for orthopaedic patients and quality improvement processes.
- Professor Fry and principal investigator Professor Kate Curtis recently received an NHMRC partnership grant for the study; *Improving the safety and quality of emergency nursing care* which will increase emergency nurses systematic patient assessment and management skills.
- Potential submissions for the NSW Health Nursing and Midwifery Innovation scholarship grant are being considered for submission by the NSLHD Director Nursing and Midwifery. Potential submissions include 'harm minimisation in the

emergency department' and 'exploration of the nursing management of paediatric patients with sepsis.'

- The 2020 Annual Report for the NSLHD Nursing and Midwifery Research Centre will be released in May 2021.
- 'Reducing medication administration errors using the behaviour change wheel: The ReMAde project', a NSLHD investigator initiated study will begin in May. This will be conducted in the RNSH neonatal and adult ICU.

Kolling Institute

Kolling Institute researcher Professor David Hunter was featured on a Channel 9 news story on 21 April 2021, discussing a large, national stem cell therapy trial for knee osteoarthritis. More than 400 people are being recruited for the trial, set to be the largest in the world and will study the effectiveness of stem cell injections for knee osteoarthritis. The story reached an audience of 246,000 people.

Kolling Institute researchers are currently working through their respective Priority Research Area Committees to develop improved collaborations and competitive research ideas that will result in large scale, competitive grant and wider funding applications.

NORTH FOUNDATION

The NORTH foundation will be commencing the 2021 Tax Appeal with the theme 'It is not essential, until it is'. The appeal will run from 3 May 2021 to 30 June 2021 and will be marketed through direct, online, local area and digital channels.

Conquer Kokoda

The NORTH Foundation have launched *Conquer Kokoda From Home*, a fitness challenge to raise funds for mental health research and services across the NSLHD. Staff across NSLHD have been encouraged to take part by walking or running 96km during May 2021.



Deb Willcox
Chief Executive

Date: 13/05/2021