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

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NSLHD PERFORMANCE

NSLHD remains at Performance Level 0

SAFETY AND QUALITY INDICATORS (Feb 2021)

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ¹		< 1.0	0.6	0.4		< 1.0	0.9	0.1
ICU CLAB Infection Rate ^{1*}		= 0.0	2.5	-2.5		= 0.0	0.3	-0.3
Incorrect Procedures: OT		= 0	0.0	0		= 0	0.0	0.0
MH: Readmissions within 28 Days ²		≤ 13%	8.0%	5.0%		≤13%	8.5%	4.5%
MH: APDC Follow Up Within 7 days ²		≥ 75%	88%	13.3%		≥75%	85%	10.5%
Unplanned Hospital Readmissions [#]		6.7%	6.4%	0.3%		6.6%	6.6%	0.0%

¹Data 1 month delay

²Data 2 month delay

*Manual data extraction (actual may be adjusted)

Unplanned Hospital Readmissions targets are prior year actual.

SAFETY AND QUALITY

New Regulatory Framework for Personalised Medical Devices (including 3D-printed devices)

The Australian Government has made a number of regulatory changes for custom-made medical devices. The Therapeutic Goods Administration (TGA) released the *Personalised Medical Devices – Regulatory Changes for Custom-Made Medical Devices Framework* which came into effect from 25 February 2021. The new Framework applies to those who manufacture or import personalised devices for supply, including health professionals and related professions who produce devices for patient and client use.

The NSLHD Clinical Governance Unit (CGU) is working closely with local stakeholders and the TGA, Ministry of Health (MoH) and the Clinical Excellence Commission (CEC) to ensure NSLHD's obligations are met in relation to regulatory requirements outlined in the new Framework.

Australian Council of Health Care Standards (ACHS) Accreditation

The ACHS will commence an Accreditation Assessment of Mental Health Drug and Alcohol (MHDA) services on Monday 22 March 2021. MHDA will be assessed against seven of the eight National Standards (Blood Management Standard is exempted) by eight ACHS Assessors. MHDA has undertaken significant planning and is well prepared for the assessment.

Royal North Shore Hospital (RNSH), Ryde Hospital and Hornsby Ku-ring-gai Hospital (HKH) are scheduled to undergo ACHS accreditation assessments in October and November 2021 and as part of preparation for these assessments, the hospitals will undergo a comprehensive Mock Assessment over June and July 2021 enabling timely opportunity for corrective actions as required.

The NSLHD National Standards Governance Committee continues to meet monthly to evaluate District progress against each of the National Safety and Quality Health Service (NSQHS) Standards. All Standards have been evaluated by the Committee with the exception of the Blood Management Standard which is scheduled for evaluation by the Committee in March 2021.

NSLHD Quality and Improvement Awards 2021

The NSLHD Quality and Improvement Awards recognise and celebrate the projects and programs of work in NSLHD that have resulted in improved outcomes for patients, consumers and staff; and to embed a culture of improvement and innovation. Finalists will be eligible to be considered for the NSW Health Awards and Premier's Awards.

This year, the NSLHD Quality and Improvement Awards will include nine award categories. A new award category, Recovery and Resilience, has been introduced to recognise our outstanding efforts to improvement, in response to the pandemic and other disasters.

The award categories for 2021 include:

1. Transforming the Patient Experience
2. Patient Safety First
3. Delivering Value Based Integrated Care
4. Supporting our People and Culture
5. Keeping People Healthy
6. Health Research and Innovation
7. Local Solutions
8. Excellence in Supporting the Mental Health of our Patients and Consumers
9. Recovery and Resilience

The NSLHD Quality and Improvement Awards will be held on 29 June 2021. Applications will be open from 1 March – 30 April 2021.

Consumer and Patient Experience (CAPE)

In line with Accreditation Standard 2: Partnering with Consumers, an NSLHD Partnering with Consumers Working Group has been established. The purpose of the Working Group is to support a co-ordinated approach to consumer partnerships.

The re-established NSLHD Consumer and Patient Experience Committee will be held in April 2021. Health Literacy, Patient Reported Measures and Patient Experience Governance will be on the Agenda for the first Committee meeting.

Mask Fit-Testing

Mask Fit-Testing continues across RNSH, HKH and Ryde Hospitals as part of the CEC Respiratory Protection Program (RPP). In 2020, 20 staff were trained to perform fit testing and have been deployed across the District. As of 26 February, a total of 2,748 staff have been fit tested.

Prompt Quality Improvement Initiative

Implementation of the Prompt Quality Improvement System now has been rescheduled to the end of April 2021. The Prompt System will act as a central repository and document management system for NSLHD Policies, Procedures and Guidelines (PPGs). It is anticipated that over 1,100 documents will be transferred onto the System.

PATIENT FLOW AND SERVICE ACCESS¹

Northern Sydney Local Health District (NSLHD)

Across NSLHD, there were 12,559 presentations to Emergency Departments (EDs) in January 2021, a decrease of 8.4% (1,157) compared to presentations in January 2020.

NSLHD continues to perform strongly for Transfer of Care, achieving 93% for January 2021. ETP for the month was 72%. Within this, Ryde Hospital achieved 86%, HKH achieved 79% and RNSH achieved 62%.

NSLHD has 44 patients overdue for elective surgery at the end of January 2021, a continued reflection of the impact of the COVID-19 pandemic. Temporary measures have been introduced across the District to ensure patients continue to receive timely access to elective surgery including:

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

ED Presentations

ED presentations to NSLHD for January 2021 decreased by 1,157 patients overall when compared to January 2020.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 72% in January 2021 against the target of 81%. This demonstrates a decrease of 1% when compared to January 2020.

ETP at RNSH was 62% for January 2021, a decrease of 3% from January 2020. Presentation numbers decreased by 10.1% (771 patients) when compared to January 2020.

ETP at Ryde Hospital was 86% for January 2021, an increase of 2% from January 2020. Presentation numbers decreased by 8.8% (221 patients) when compared to January 2020.

ETP at HKH was 79% for January 2021, demonstrating no change from January 2020. Presentation numbers decreased by 4.6% (165 patients) when compared to January 2020.

Transfer of Care (ToC)

NSLHD continues to perform strongly against this indicator, achieving 93% for January 2021 against the target of 90%.

ToC at Ryde Hospital in January 2021 was 100%, this is alongside a 16.9% decrease in ambulance arrivals (104 ambulances) when compared to January 2020.

ToC at RNSH in January 2021 was 85%, this is alongside a 6% decrease in ambulance arrivals (105 ambulances) when compared to January 2020.

ToC at HKH in January 2021 was 96%, this is alongside a 15.9% decrease in ambulance arrivals (123 ambulances) when compared to January 2020.

ED Triage

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

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

NSLHD achieved 82% for Triage Category 2 against the target of 95%. Within this, HKH recorded 95%, RNSH recorded 76% and Ryde recorded 90%.

NSLHD achieved 78% for Triage Category 3 against the target of 85%. Within this, HKH recorded 87%, RNSH recorded 74% and Ryde recorded 89%.

NSLHD achieved 87% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

NSLHD achieved 97% for Triage Category 5 against the target of 70%. Within this, all facilities met the target.

Elective Surgery Access Performance (ESAP)

At the end of January 2021, there were 44 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and MoH directive to cease all non-urgent elective surgeries. 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 87% against the target of 97%, and Category 3 performance was 91% against the target of 97%. A District 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 January 2021 was 3.83 days, and has been consistently below the target of 3.92 days for 12 months. The ALOS at Ryde for January 2021 was 4.65 days, above the target of 3.74 days. The ALOS at RNSH for January 2021 was 5.15 days. This is above the target of 4.82 days.

NORTHERN BEACHES HOSPITAL (NBH)

ED Presentations

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

In January 2021, NBH recorded 7,782 presentations with 2,160 of these presentations linked to the COVID-19 Clinic. This is a decrease of 74% compared to December 2020, noting management of the Avalon cluster.

Transfer of Care (ToC)

NBH continues to perform strongly against TOC targets, achieving 99.8% in January 2021.

Emergency Treatment Performance (ETP)

ETP at NBH was 81.3% for January 2021 (an increase of 4.4% compared to January 2020). Admitted ETP remains a challenge at 50%. As COVID-19 Clinic presentations are registered as Category 5 ED Activity, ETP accuracy may be affected.

SERVICE IMPROVEMENT AND INNOVATION

Support continues to be provided to outpatient clinics to assist in reviewing their clinical activity for the purposes of improving patient access, establishing effective and efficient models of care, and developing clear referral and discharge criteria in line with the MoH priorities. Telehealth and outpatient activity also remains an areas of focus.

The NSLHD Innovation Program, Round 1 2021 is scheduled for Wednesday 28 April 2021. Applications for the Program have been received and will be assessed in the coming weeks.

The partnership between the Innovation Program and NSLHD Planetary Health Framework 2021-23 will be announced at the Round 1 event with Planetary Health applications being accepted into the Innovation Program from Round 2 2021. The two programs have established a referral pathway which allows staff to submit their Planetary Health initiatives through an individual category of the Innovation Program with the opportunity of receiving up to \$50,000 worth of funding.

INTEGRATED CARE

The Collaborative Commissioning program has progressed to the next phase; developing a detailed model of care. Co-design sessions will be held with General Practitioners, community providers, NSLHD acute and community clinicians, and consumers to refine the high-level model of care. Critical factors for the design process are ensuring a practical model that can be effectively implemented, as well as aligning existing services to the pathway. The MoH have released a tender for the development of a 'dynamic simulation modelling' tool for NSLHD, which will utilise the LUMOS linked data set of primary care and NSLHD data. This model will provide estimates of how different interventions will adjust the activity and costs across the community, primary, and acute care pathway.

The Concierge Service (a joint NSLHD and PHN venture) was launched on 22 February as Health Navigators Northern Sydney. The service will provide navigation support to healthcare professionals to find the right care and support for older persons. Although primarily aimed at General Practice, it will also be marketed to a range of services across the acute and community system.

Our Specialist Support to GPs initiative has progressed with Geriatricians recruited to provide a specialist outreach service to support GPs in the assessment and management of their older patients. This initiative will launch in early March, and will first target GPs that have high numbers of older patients attending the ED.

An RNSH Ambulatory Care GP Liaison Role is being established to support seamless care and appropriate referrals across GPs and the Outpatient services. Learnings from all of these initiatives will inform the ongoing improvement of our care for older persons, including Collaborative Commissioning and the Virtual Hospital.

Work also continues on the MoH led Planned Care for Better Health (PCBH) program which is targeted at reducing ED presentations by chronic and complex patients, using a predictive algorithm to identify and proactively assess patients.

FINANCIAL PERFORMANCE

General Fund

Overview

The District's Net Cost of Service (NCOS) for February 2021 was \$2.0m (1.5%) favourable, resulting in \$28.2m (-2.7%) unfavourable position YTD. This unfavourable position incorporates incremental costs associated with the District's COVID-19 response. Hence, after adjusting for the impact of the COVID-19 response, the NCOS for February 2021 YTD is \$18.2m (-1.9%) unfavourable.

The District will work collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability.

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

District Finance is continuously monitoring 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 after adjusting for the COVID-19 impact was \$1.1m (0.8%) favourable for the month and \$5.0m (-0.4%) unfavourable YTD. This deficit is primarily driven by employee related expense and goods & services at RNSH.

Overall YTD COVID-19 expense for the District is \$74.5m which is mainly composed of COVID-19 clinics, testing and outsourced patient services activities.

The District is currently forecasting a balanced budget for the Full Year (FY) after adjusting for the impact of COVID-19 response. This Forecast position has been revised down from \$10.0m unfavourable due to delays in Hornsby Stage 2 service commencement and lower than funded activity across the District.

Revenue

Total NSLHD Own Sources Revenue for February 2021 was \$1.1m (-5.1%) unfavourable, resulting in \$11.3m (-5.8%) unfavourable YTD. District Finance's Revenue team continues to work closely with each hospital and service to explore any revenue generating opportunities. Furthermore, the Patient Liaison Officer team at each hospital and service continues to closely monitor and improve its Private Patient conversion rate.

Revenue forecast for the District remains \$17m unfavourable as a result of the additional \$14.3m Revenue Target.

SERVICE UPDATES

Aboriginal Health Service

The NSLHD Aboriginal Health Service has successfully recruited to the position of Aboriginal Liaison Officer. The purpose of the Aboriginal Liaison Officer position is to assist multidisciplinary teams in providing clinical and primary healthcare for Aboriginal individuals and families. They engage with patients, clients and visitors to assist in arranging, co-ordinating and providing culturally appropriate healthcare. The NSLHD Aboriginal Liaison Officer commenced in the position on 22 February 2021.

Allied Health

The Allied Health Data Set Extension is being updated as part of the NSW non-admitted Patient and Supplementary Services Data Collection Information Bulletin release. This includes Allied Health services provided to non-admitted, inpatient and ED settings. A program of work is being undertaken across NSW to re-design the Allied Health Service Contact Form in the eMR, to meet the requirements of the Information Bulletin. In partnership with Central Coast Local Health District (CCLHD), the NSLHD Allied Health Directorate are preparing for the upcoming change, including service reporting preparation, development of training and education resources and business rules.

The NSLHD Disability Strategy Manager continues to follow the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Public hearings have covered staff training requirements for medical and nursing staff, access to health services, and use of psychotropic medication. In February 2021, the 11th public hearing covered the experiences of people with cognitive disability in the criminal justice system and forensic mental health services. Relevant findings will be shared with the NSLHD MHDA Executive Team. In March 2021, the Royal Commission will hold a public hearing on the requirements for training of Allied Health professionals. Members from the NSLHD Executive Team will meet in March and discuss the local actions required as a result of the commission's Interim Report released in October 2020.

Mental Health, Drug & Alcohol (MHDA)

Hornsby Psychiatric Emergency Care Centre (PECC)

A temporary space to accommodate the Hornsby PECC has been finalised. The Hornsby Adult Mental Health Service has worked in partnership with the throughout the hospital operational commissioning process to find a suitable space. The temporary location is expected to be functional by April 2021. The plans for the permanent PECC is in the detailed design stage with regular meetings scheduled between the HKH Redevelopment Team and MHDA.

Primary & Community Health (PACH)

The NSLHD Child Youth and Family Health and Maternity services, in partnership with South Eastern Sydney Local Health District (SESLHD), has successfully secured a Transitional Research Grants Scheme (TRGS) funding grant, to evaluate whether proactive care navigation increases the likelihood that Culturally and Linguistically Diverse (CALD) families will continue to attend Child and Family Health Services for their children's health.

Counter Disaster

The Counter Disaster Unit have continued to focus on COVID-19 related activity, including Health Liaison into the Police Operations Centre and assisting with the setup of the NSLHD COVID-19 Vaccination Hub.

The Education and Exercise Program is underway and has predominately been addressing the pre-requisite training for deployment. The Counter Disaster Unit are also reviewing local Emergency Plans (EMPLAN).

COMMUNICATIONS

Internal Media

- Two NSLHD Newsletters produced
- CE broadcast on easing of visitor restrictions
- CE broadcast on changes to paid parking at hospital sites
- CE broadcast on first staff to be vaccinated
- Produced posters, patient flyers and signage for the COVID-19 vaccination hub
- Developing communications for the Commissioning Collaboration Primary Health Network (PHN) and NSLHD concierge service.

Social Media

- There have been almost three thousand tweet impressions and 15 new followers on the NSLHD Twitter account
- LinkedIn has seen 190 new followers and 392 unique visitors
- Facebook has seen more than 36,000 likes across our pages, reaching 137,243 people from 57 posts
- Social media posts to highlight the first NSLHD staff to receive COVID-19 vaccination.

External Media

- ABC News featured the Mental Health initiative Stepping Stones, a program to assist MHDA inpatients transitioning to community living
- Release of the Kolling research strategy coinciding with launch
- Interview with Northern Beaches Review on Mona Vale Hospital Palliative Care and Geriatric Evaluation and Management
- Facilitated visit by Member for Parliament, Mr Alister Henskens, to meet JMOs at HKH
- Filming of the North Shore Precinct for the Herbert St Precinct on the RNSH Campus.

Upcoming Events

- NSLHD Innovation Program, Round 1 2021 is scheduled for Wednesday 28 April 2021.

Projects

- Facilitated filming for the NSLHD Planetary Health video
- Planning underway for NSLHD Diversity, Inclusion and Belonging Strategy video
- NSLHD Quality and Improvement Awards preparation including CE message
- Assisting with production of the NSLHD Research Highlights 2020 report
- Planning for International Nurses and Midwives' Day (12 May 2021)
- Developing communication material for Ryde maternity services
- Communication material for Ryde Hospital Clinical Services Plan consultation
- NSLHD website development and improvements as part of Stage 2.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Electronic Medical Record (eMR) Delivery Program

In collaboration with eHealth NSW, ICT continues to progress project activities towards the implementation of key new initiatives to enhance clinical documentation and workflow in the electronic Medical Record (eMR).

Key highlights for this period include:

- Medications management enhancements will be delivered by June 2022. A project team is in place and planning and engagement is underway to implement; IV Fluid Management, Sepsis Pathway and Patient Friendly Medication List (PFML).
- NSLHD has been selected as the pilot site for the key solutions for the State's Comprehensive Care eMR Solutions project. This project is in the initiation stage. The solution will support clinicians in providing comprehensive care to inpatients in alignment with the National Safety and Quality Health Service (NSQHS) Standard (v2) and is a key component of our accreditation response and safety and quality improvement processes.
- Smoking Cessation - following the release of the Smoking Cessation Framework for NSW Health Services in 2018, NSLHD (in partnership with eHealth NSW and CCLHD) is the pilot site for the State. This project has commenced and is in the planning phase.
- NSLHD has also been selected as the pilot site for the Drug Burden Index (DBI), a clinical risk assessment tool has been developed to measure the functional burden of an older person's medications developed by Professor Sarah Hilmer and Team. The DBI tool will support clinicians in decision making and will be piloted with RNSH Aged Care and General Medicine Services. This solution is planned for implementation in March 2021.

Web Enhancement Project

Following successful implementation of the new NSLHD website in January 2021, works have commenced on a Phase 2 deployment to include additional web content in support of key operational and strategic initiatives across the District.

Active Directory Migration

NSLHD along with CCLHD and in conjunction with eHealth NSW, have initiated a project to migrate workstations to the NSW Health (state-wide) directory. Completing this project is critical to modernising our computer infrastructure to support future initiatives such as single sign-on as well as to provide genuine mobility for all users across NSW Health.

Pilot migrations were successfully completed in early February 2021. Data collection and validation has been in progress with the first service migrations planned for March 2021.

MEDICAL SERVICES

Junior Medical Officers (JMO)

The clinical year commenced on 1 February 2021 with a predominately virtual orientation.

Senior Medical Officers

The process of reviewing credentials and confirming clinical scope of practice for Staff Specialists and Clinical Academics is continuing. It is anticipated the remaining groups will be presented to the upcoming Medical and Dental Appointments Advisory Committee (MDAAC) meetings. This is to be undertaken in preparation for the accreditation surveys later in the year.

NURSING AND MIDWIFERY

COVID-19 Update

A COVID-19 Vaccination Hub Mock Drill is scheduled to be held at the Hornsby COVID-19 Vaccination Hub in March 2021. The Practice and Evaluation Exercise will be undertaken to focus on electronic system simulation, booking procedures, registration check-in, waiting room experience and simulation of potential adverse events. The exercise will also evaluate clinic flow and way finding strategies across the floor. The HKH Executive Leadership Team have been briefed on the Practice and Evaluation Exercise. Debriefing and feedback will be provided back to the Vaccination Operations Working Group.

Nursing and Midwifery Workforce

Immunisation and COVID-19 Workforce Recruitment

The Nursing and Midwifery Workforce team are nearing completion of recruitment of experienced casual nursing and midwifery immunisers, for the statewide immuniser pool and the vaccination operations centre for NSLHD. Further recruitment for Registered Nurses (RN), Enrolled Nurses (EN) and Assistants in Nursing (AIN) to fill positions within the NSLHD COVID-19 clinics and facility temperature screening is being finalised by Employee Services. Casual Nursing and Midwifery Recruitment remains ongoing.

Transitional Enrolled Nurses Recruitment

A group of seven enrolled nurses who recently completed their student EN training will undergo the recruitment process for positions on the Transitional Enrolled Nurse program for NSLHD. This program is currently under revision to ensure the most contemporary and supportive program is provided.

GradStart 2021

Our first group of 16 GradStart nurses and midwives commenced this week and are heading to placements in the speciality areas of Intensive Care, Peri-Operative Services and Midwifery. Further Intakes for GradStart nurses and midwives will occur in March, April and July.

HealthRoster

Amendments have been made within HealthRoster to ensure COVID-19 and Immunisation templates are available to ensure accurate reporting.

Current Projects

Nursing and Midwifery will be represented at the Australian College of Nursing (ACN) Nursing and Health Virtual Expo as an exhibitor in April 2021. This will showcase NSLHD Nursing and Midwifery services as an exemplar of excellence in our profession and in the support of new graduate nursing and midwifery staff.

Work has commenced to engage with key stakeholders across NSLHD to develop a standardised approach to Assistant in Nursing (AIN) nursing skills and competencies.

Maternity Services

The Maternal, Neonatal and Women's Health Network, are leading the implementation of the Consent to Medical and Healthcare Treatment Manual in relation to maternity care. An important focus of this process is to continue to collaboratively work with the obstetric and midwifery teams to design processes that respond to the Manual, whilst working in partnership with the women in our care. There are new consent requirements for maternity care provided by obstetricians and midwives.

Patient Access and Logistic Unit (PALS)

The PALS Nurse Manager (NM) has been working with the NSLHD Performance Support Team to review existing manual reconciliation processes for both the Patient Transport Service (PTS) and Ambulance NSW charges with a view to develop an automated facility. This will enable a more comprehensive review of these charges and improve time efficiency in the reconciliation process.

PEOPLE AND CULTURE

Talent and Leadership

Work has commenced with the Primary and Community Health (PACH) Executive Team on their talent management process with the first Talent Council likely to take place in March 2021. This forms part of the overarching talent review and succession planning program that commenced in NSLHD in 2019.

Data from all the talent council sessions to date is being loaded into the bespoke system built by the Workforce Systems and Analytics team which will enable visibility across the multiple sites and services. This work complements the NSLHD leadership development programs with top talent being streamlined into the available programs.

Diversity Inclusion and Belonging

There has been a review of diversity and inclusion education and training options for staff and managers, with recommendations made to the NSLHD Diversity Inclusion and Belonging Council. Diversity training helps create an inclusive environment that fosters innovation, systematically prevents unconscious and conscious bias and supports engagement in the workplace. NSLHD is collaborating with the MoH to develop a specific Diversity and Inclusion training module for all staff.

RESEARCH

Sydney Health Partners (SHP)

A key project for the SHP Platform 3 group led by NSLHD has been completed, with the adoption of a streamlined governance framework by seven LHDs (including four LHDs that are not part of SHP). The SHP Platform 3 group has created a combined human research ethics calendar that has been published on the SHP website, making it easier for researchers to find the next available meeting of an accredited Human Research Ethics Committee (HREC) to undertake the review for their research. NSLHD is also working with SHP to host a project aimed at novel recruitment for clinical trials. The project will involve a centralised recruitment method, aimed at improving recruitment rates for clinical trials across the sector.

Research Key Performance Indicators (KPIs)

The Ethics and Governance Team was commended by the MoH for approving 80% of greater than low risk applications within 45 days of submission and 83% of governance applications within 15 days for the October 2020 to January 2021 quarter. These key performance indicators are set and monitored by NSW Health.

Nursing Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- 11 peer reviewed Nursing and Midwifery (N&M) publications between January - February 2021
- Practice Inquiry Online Drop-In sessions remain popular
- Researcher education program for 2021 sessions have many enrolments, with some sessions booked out. Sessions will be delivered entirely via Skype.
- Additional Systematic Review master class scheduled for March in response to popular demand (enrolments already full for scheduled classes).
- Health Informatics Mentorship Program has commenced
- NSLHD N&M Research and Practice Development monthly newsletter continues
- Support for Clinical Nurse Consultants (CNCs) and Nurse Practitioners (NPs) continue for NSLHD
- NSW Health Translational Research Scheme Grant application was unsuccessful
- Planning NSW Health Nursing and Midwifery Innovation scholarship grant submissions (March 2021)
- Currently preparing the 2020 Annual Report for NSLHD Nursing and Midwifery Research.

Kolling Institute of Medical Research

The Kolling Institute Research Strategy 2021-2025 was launched on 23 February 2021. The Strategy outlines three key priority research areas including musculoskeletal, neuroscience and pain, and cardiovascular and renal. The Strategy will provide a plan for future collaborative research and ensure NSLHD is well placed to attract increased and diversified funding, whilst raising the profile of the Kolling Institute both nationally and internationally. Detailed plans are in development with priority research teams and enabling platform Committees to support implementation of the strategy. To support the strategy launch the Kolling website has also been updated to reflect alignment within the new research teams.

NORTH FOUNDATION

New Board Members

The NORTH Foundation Board is responsible for providing strategic oversight and financial management of the Foundations' activities. The Foundation has recently appointed three new Board Members who bring professional expertise across a variety of areas including:

- Ms Karen Borg, Director SomnoMed and former CEO Healthdirect;
- Ms Tanya Bowes Director Corporate Affairs CSIRO and former General Manager Communications, Ventia and Destination NSW;
- Mr David Singer, Former Managing Director/Head of Sales Trading USB Securities Australia Limited.



Dr Tamsin Waterhouse
A/Chief Executive

Date: 12 Mar 21.