

# CE Report



**Health**  
Northern Sydney  
Local Health District

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

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## NSLHD PERFORMANCE

NSLHD remains in Performance Level 0

### SAFETY AND QUALITY INDICATORS

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI*		< 2.0	1.34	0.66		< 2.0	0.84	1.16
ICU CLAB Infection Rate <sup>1*</sup>		= 0.0	0.00	0.00		= 0.0	0.00	0.00
Incorrect Procedures: OT		= 0	0	0		= 0	0	0
MH: Readmissions within 28 Days <sup>2</sup>		≤ 13%	12.6%	0.4%		≤13%	9.7%	3.3%
MH: APDC Follow Up Within 7 days <sup>2</sup>		≥ 70%	76.1%	6.1%		≥70%	82.6%	12.6%
Unplanned Hospital Readmissions <sup>#</sup>		6.4%	6.1%	0.3%		6.4%	6.5%	(0.1%)

<sup>1</sup>Data 1 month delay

<sup>2</sup>Data 2 month delay

<sup>#</sup> Unplanned Hospital Readmissions targets are prior year actual.

## SAFETY AND QUALITY

### **Patient Experience**

To help improve the experience for patients, families, and carers, NSLHD commenced a COVID-19 Clinic Survey across clinics at Royal North Shore, Mona Vale, Ryde, and Hornsby Hospitals. Surveys were also conducted at the pop-up COVID-19 located at Chatswood. Initially data was collected manually and while the current sample size is small, early results strongly indicate that consumers are very positive about their experience at the clinics.

Of note, 91% of respondents gave the highest possible rating for the care they received; 96% of respondents felt safe in the clinic; 98.2% felt their questions and concerns were addressed; and 100% of respondents had confidence and trust in the health professionals at the clinic.

An automated daily SMS application to deliver the survey is being developed and is expected to go-live in mid July 2020. Through this system, an SMS will be sent to people (>18 years) who were tested at a COVID-19 clinic in NSLHD the previous day. The SMS will advise the recipient they are being contacted to help improve the patient experience and will contain a link to the survey. The system is scalable and will automatically include new clinics as they are established.

### **Update on IMS+**

ims+ has now been live across NSLHD for three months and to date 4226 notifications have been entered into the system, with 81% of notifications being patient related incidents. The ims+ eHealth Team continue to provide support to NSLHD to improve reporting capabilities and the number of staff and managers completing online training continues to increase. To date, 643 managers and 6165 notifiers have completed ims+ training with additional specific training sessions offered for Quality Managers on how to generate reports.

## **NSLHD's Annual Quality and Improvement Awards**

43 nominations across 9 categories have been received for the NSLHD Quality and Improvement Awards. Judging is underway with representatives from across the District including senior managers, clinicians, non-clinical staff, and consumer advisors. Award finalists will be recognised and celebrated during the Award Ceremony on 28 July 2020.

## **Advance Care Planning (ACP) – eMR Solution**

NSLHD and Central Coast LHD have been selected as pilot sites for the ACP eMR Solution before roll out across NSW Health. The pilot is scheduled to go-live from 14 July 2020. The three components of the eMR Solution include identifying ACP documentation, completing an electronic Resuscitation Plan and initiating the AMBER Care bundle. Training is currently underway and staff are able to complete the Advance Care Planning (ACP) Pilot Project Evaluation Baseline Survey as part of the pilot process.

## **PATIENT FLOW AND SERVICE ACCESS**<sup>1</sup>

### **Northern Sydney Local Health District (NSLHD)**

Across NSLHD, there were 18, 514 presentations to Emergency Departments (EDs) in May 2020, a decrease of 14.2% (268) compared to presentations in May 2019.

NSLHD continues to perform strongly for Transfer of Care, achieving 97% for May 2020. ETP for the month was 79%. Within this, Ryde Hospital achieved 84%, Hornsby Ku-ring-gai Hospital (HKH) achieved 84% and Royal North Shore Hospital (RNSH) achieved 66%.

NSLHD had 266 patients overdue for elective surgery at the end of May 2020, reflecting the impact of the COVID-19 pandemic. Temporary measures have been implemented across NSLHD to ensure that 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)**

ED presentations to NSLHD for May 2020 decreased by 268 presentations overall when compared to May 2019. This is a significantly smaller decrease when compared to April 2020 (4,133).

### **Emergency Treatment Performance (ETP)**

ETP for NSLHD was 79% in May 2020 against the target of 81%. This is an increase of 9% from May 2019.

ETP at RNSH was 66% for May 2020, an increase of 2% compared to May 2019. Presentation numbers decreased by 24.08% (1,804 patients) when compared to May 2019.

ETP was 84% at Ryde, an increase of 4% compared to May 2019. This is alongside a 38.9% decrease in presentations (958 patients).

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

ETP was 84% at HKH, an increase of 5% compared to May 2019, while presentation numbers decreased by 15.8% (570 patients).

### **Transfer of Care (TOC)**

NSLHD continues to perform strongly against this indicator, achieving 97% for May 2020 against the target of 90%.

TOC at Ryde in May 2020 was 98%, ambulance arrivals decreased by 18.2% (269 ambulances) when compared to May 2019.

TOC at HKH in May 2020 was 94%, this is alongside a 19.3% decrease in ambulance arrivals (146 ambulances) when compared to May 2019.

TOC at RNSH in May 2020 was 95%, this is alongside a 15.3% decrease in ambulance arrivals (107 ambulances) when compared to May 2019.

### **ED Triage**

NSLHD met the ED Triage Targets for all categories for May 2020. Within this, targets for all categories were met by all facilities.

### **Elective Surgery Access Performance (ESAP)**

At the end of May 2020, there were 266 patients overdue for elective surgery (42 Category 2 patients and 224 Category 3 patients), reflecting the impact of the COVID-19 pandemic and Ministry directive to cease all non-urgent elective surgeries.

ESAP for category one patients was 100%. Category two performance was 84%, and category three performance was 60% 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 HKH is 3.60 days, and has been consistently below the target of 3.98 days for 12 months. The rolling 12 month ALOS at Ryde is 4.24 days, above the target of 3.79 days. The rolling 12 month ALOS at RNSH is 4.87 days. This is below the target of 4.94 days.

### **Northern Beaches Hospital (NBH)**

Within the Operational Services Group Meeting, NBH has been commended for their ongoing strong performance in Emergency Department performance indicators.

### **ED Presentations**

NBH has experienced a very high demand for ED services in June 2020, which incorporates activity for their COVID-19 Clinic. In June 2020, NBH received 11,230 ED presentations with YTD total 76,565 presentations. This is a further increase from presentations in May (8,312 ED presentations) and April 2020 (6,470 ED presentations).

### **Transfer of Care (TOC)**

Despite this increase in presentations, NBH continue to perform strongly against Transfer of Care targets, achieving 99.4% for June 2020, and 99.3% YTD.

### **Emergency Treatment Performance (ETP)**

ETP Performance has continued to improve from 86.3% in May 2020, to 90.3% in June 2020. NBH achieved a full year average ETP performance of 80.9%.

## **SERVICE IMPROVEMENT AND INNOVATION**

The number of outpatient visits has decreased for the June quarter in comparison to the same quarter in 2019 due to the safe and restricted management of outpatients during COVID-19. However, the proportion of Telehealth appointments has increased from 16% in April 2019 to 46% in April 2020. Community health services and RNSH continue to be the greatest users of Telehealth throughout COVID and other services continue to be set up for Telehealth across the District.

Outpatient services commenced a staged re-opening from July 2020. They will continue to focus on urgent patients, patients requiring follow up post-surgery or an inpatient stay and those who may have had appointments previously cancelled.

The Innovation Pitch event that was postponed in April due to COVID-19 has been rescheduled for 29 July 2020. 5 submissions have shortlisted and the project leads will pitch their innovative ideas to a live and virtual audience.

## **INTEGRATED CARE**

### **Sydney North Primary Health Network (PHN)**

An Executive kick-off meeting was held between the PHN, Local Health District and NSW Ministry of Health for the Collaborative Commissioning program. The discussion was focused on aligning expectations and the practical implications of this ambitious program in terms of how we can refocus the relevant resources to providing proactive care, across primary, community, acute and Commonwealth aged care services.

In June NSLHD and SNHN have also been re-starting joint projects that have been on hold due to COVID. These include:

- Developing HealthPathways for Gastro, Stroke, Respiratory and Surgery.
- Development of the joint regional mental health plan.
- Collaboration on the Focus on New Fathers (FONF) Project.
- Development of Palliative Care pathway and services.

## **FINANCIAL PERFORMANCE**

### **General Fund**

#### ***Overview***

The District concluded the financial year with a Net Cost of Services of \$0.79m (0.38%) favourable to Budget for the month and \$11.82m (0.74%) unfavourable to budget for the full year. This compares favourably to the full year forecast that was submitted to MoH at the end of May of \$14m unfavourable. Actual Expense was in line with forecast, with an improved performance for Revenue of \$4m.

The final year result has been driven by several material Expense Budget supplementations received from the MoH, as detailed below.

With regards to Roadmap performance, the District was able to achieve \$18.66m worth of Roadmap savings out of the \$22.2m initial Roadmap target during these challenging times. The District will continue to rigorously pursue further Roadmap saving opportunities throughout 2020/21.

The District will also continue to closely monitor the impact of COVID-19 as the situation evolves, and work closely with the MoH to assess its impact on the financial results for 2020/21.

### **Total Expenses**

Total Expenses were \$0.54m (0.24%) favourable for the month and \$0.62m (0.03%) favourable for the full year. The District's favourable position for the year was primarily driven by a reduction in overall activity, delayed projects, and additional COVID19 response budget supplementations.

The District received several material Expense budget supplementations specifically for COVID19 response (\$26.7m) and a general 2019-20 Budget relief supplementation (\$10.4m). However, \$2m of the \$10.4m received was specifically to fund Affiliate Health Organisations (Royal Rehab and HammondCare) for the private health insurance single room rate impact.

As at the end of May 2020, Acute Inpatient activity (excluding NBHS) was 23% below target with ED activity (excluding NBHS) 6.8% less than target. During June 2020 Acute separations were 12.9% below target whilst ED presentations were 6% below target.

### **Revenue**

Total NSLHD own source Revenue was \$1.41m (7%) favourable for the month of June, and \$9.89m (4%) unfavourable for the full year. This result is primarily driven by the decline in Private Patient activity due to the COVID-19 response, for example the cancelation of elective surgery and the reduction of activity relating to private patients.

The District also received an in year reduction of \$11.2m for our own source Revenue target which related to the Private Health Insurance single room rate impact, which was consistent with predications of this impact.

## **HOSPITAL UPDATES**

### **Hornsby Ku-ring-gai Hospital**

The Hospital was able to resume a range of activities during June 2020 following the easing of some COVID-19 including:

- Re-opening of the Hospital Volunteer Shop and welcoming back the Volunteers.
- Resumption of the free Legal Aid NSW service for vulnerable patients.
- Undergraduate Nursing Students resumed practical training at the hospital.

#### *Capital Works Updates:*

- The construction of the main Clinical Services Building, helipad and expansion of the Emergency Department continues to progress well and remains on budget.
- The Patient Queue Management System (self-service) kiosk is being piloted in Outpatients and will "Go Live" on 30 June.
- The Stage 2 Business Case Amendment was submitted to the Ministry of Health with approval expected mid-July.

### **Mona Vale Hospital**

- A new 64 slice CT Scanner has been ordered for Mona Vale Hospital to replace the previous scanner with installation anticipated to occur in October 2020.

- As part of a new collaboration between NSW Health and NSW Office of Environment & Heritage, Mona Vale Hospital will be fitted with solar panels. In addition to the environmental benefits, the system will also result in financial savings over time.

#### *Capital Works Updates:*

- Construction of the new Palliative Care and Geriatric Evaluation and Management Unit is progressing well with internal flooring, external pavements, the car park and planting now completed.
- Demolition of the west wing of building 1 will commence in late July when removal of asbestos on the surface of the building is complete.

### **Royal North Shore Hospital**

#### *Queen's Birthday Honours*

Five senior clinicians at RNSH were recognised in this year's Queen's Birthday Honours:

- Professor Georgina Long AO - Chair of Melanoma Medical Oncology and Translational Research at MIA and RNSH and Co-Medical Director of Melanoma Institute Australia.
- Dr Jennifer Martin OAM - Senior Staff Specialist and Emergency Medicine at RNSH.
- Dr David Fahey AM - Senior Staff Specialist Anaesthetist, RNSH.
- Dr Tony Joseph AM - Co-Director of Trauma, RNSH.
- Prof Simonson Finfer AO - ICU Specialist and a Professional Fellow in the Critical Care and Trauma division of the George Institute.

#### *Douglas Building, Level 5 and Level 6*

The reconfiguration of Levels 5 and 6 of the Douglas Building has been finalised with the completion of two new wards. The wards which contain a capacity of 55 beds have been established in response to the pandemic and potential increase in patients requiring assistance in their recovery from COVID-19. A new model of care has been developed to support staff providing care to patients transitioning from the acute hospital, back to their communities and usual places of residence. These wards will be maintained in their current state to ensure that the facility is prepared for any changes in the NSW COVID-19 status.

#### *Capital Works Updates:*

- The reconfiguration and reconstruction of Levels 5 and 6, Douglas Building have been completed and have been handed to RNSH to operationalise.
- Works in 5W (Orthopaedics) to convert patient rooms to positive pressure are underway. This will allow the use of these rooms for 8E (Haematology) patients should the need of their transfer arise during the pandemic, to create capacity for a larger 8C (Respiratory) ward area.

### **Ryde Hospital**

#### *Australian Commission on Safety and Quality in Health Care (ACSQHC)*

The ACSQHC visited Ryde Hospital to discuss and review the transition and enhancement from Intensive Care Unit (ICU) Level 2 to ICU Level 4. The visit was well received by staff and included a visit to the Critical Care Unit (CCU) and discussions with key staff in the CCU and ICU and Hospital Executive Team. The ACSQHC will shortly provide a report to the Hospital which will inform next steps.

#### *'Capturing the patient experience' Initiative*

The primary aim of this initiative is to enhance staff competency in capturing patient/carer/staff stories through using different methodologies.



In addition, the initiative will support the creation of a community of practice for staff capturing the stories. To date, 15 staff members have been trained and they have collected 27 patient/carer/staff stories. All stories are added to a secure database to be used across the Hospital to provide feedback to staff and assist in identifying opportunities for improving practice based on direct patient feedback.

In August 2020, the project team will look to further embed practice change from the stories and use the stories to engage staff in reflective, meaningful discussion supported by Nurse Unit Managers and Clinical Nurse Educators across the Hospital.

#### *Capital Works Updates:*

- Denistone House sandstone restoration project continues with funding now being sufficient to repair and restore windows and sandstone as required on the upper storey.
- Refurbishment of the bathrooms and kitchenette in the Chatterly has been completed under AARP funding providing staff with modern amenities for end of trip requirements adjacent to staff change rooms.
- Two negative pressure rooms have been built with COVID capital funding to provide additional resources to manage infectious patients appropriately.
- 22 HEPA filters have been externally added to the individual room air conditioning systems in Graythwaite Ward 4 to enable them to be used safely for infectious patients as part of the COVID pandemic response should they be required.

## **SERVICE UPDATES**

### **Aboriginal Health Service**

#### *Population Health Trainee*

The NSLHD Aboriginal Health Service has been successful in on boarding the Aboriginal Population Health Trainee who commenced the traineeship with the NSLHD Aboriginal Health Service on the 1st June 2020.

#### *NSW Health Services Aboriginal Cultural Engagement Self Assessment Tool*

The Centre for Aboriginal Health, Ministry of Health, has developed an Aboriginal and Torres Strait Islander engagement tool which has been designed to assist Local Health Districts in moving towards a health system where cultural differences and strengths are recognised and responded to in the governance, management and delivery of health services.

Using the tool will help health services to assess whether there has been a measured approach towards the delivery of culturally safe and accessible health services for Aboriginal patients and clients. The tool is being rolled out across NSLHD Hospitals and Services in consultation with the NSLHD Aboriginal Health Service.

### **Allied Health**

#### *COVID-19 ICU Physiotherapy and Allied Health Workforce Enhancement*

Corporate Orientation, ICT education and undertake discipline specific competencies has been completed for Allied Health and Pharmacy COVID-19 Talent Pool. The ready to deploy strategy is in place should a surge in COVID-19 cases occur, requiring allied health and pharmacy care in NSLHD.

### *Allied Health HETI Workplace Learning Professional Development Program*

Two NSLHD grant submissions were supported to proceed to HETI for funding consideration: Voice and Laryngeal Mechanism - A Combined Multidisciplinary Approach and Eye Movement Desensitisation and Reprocessing (EDMR). Successful grant recipients will be notified at the end of July.

### *Allied Health Kickstarter Research Grants*

Supported by NSLHD and the Faculty of Medicine and Health at University of Sydney is an initiative to support Allied Health Research in its earliest stages.

There were five successful applicants:

- *Effect of nutrition supplementation on exercise capacity in people with Chronic Obstructive Pulmonary Disease (COPD) attending pulmonary rehabilitation. A non-randomised intervention pilot study, Irene Rulli (Dietitian).* Awarded \$5000 with the funds currently being used for backfill to allow the primary investigator to collect and analyse data.
- *Evaluation of feasibility and clinical utility of computer assisted robotic devices for upper limb therapy for patients with cervical spine injuries, Emma Tan (Occupational Therapist) and Lisa Benad (Occupational Therapist).* Awarded \$2000 with the funds were utilised to transcribe interviews for data collection and analysis.
- *An educational resource (animated video) for young women with neurofibromatosis Type 1 (NF1) undergoing breast screening, Ashley Crook (Genetic Counsellor).* Awarded \$5000 with the funds were utilised to develop an educational resource.
- *Return to work after burn injury: A scoping review, Akane Katsu (Occupational Therapist).* Awarded \$5000 with the funds were utilised for backfill to allow the primary investigator to progress the scoping review.
- *Development of digital counselling material for anticoagulation medication (Director Oral Anticoagulants (DOACS) and Warfarin), Kate Ziser (Pharmacist) and Bryson Hawkins (Pharmacist).* Awarded \$3000 with funds were utilised to create digital counselling material.

## **Mental Health, Drug & Alcohol (MHDA)**

### *COVID-19*

MHDA continue to respond to the COVID-19 situation:

- Mental Health Intensive Care Unit (MHICU) Clinical Plan: MHDA has drafted a revised Clinical Plan in relation to co-occurrence of Mental Health illness requiring inpatient care within a MHICU environment and positive COVID results.
- Memorandum of Understanding: the “Northside Group Public Patient Service Agreement 2020” has been prepared by MHDA. This agreement is noted as a proactive strategy to address any potential bed/theatre shortages that might eventuate in the event of pandemic escalation.

## **Primary & Community Health (PACH)**

### *Recommencement of Services*

Oral Health Services will recommence service delivery from 6 July 2020 and the Statewide Eyesight Preschooler Screening Program (StEPS) will re-commence face to face clinics from 13 July 2020. The appointments will occur in the clinic setting as opposed to the Preschools, the appointments have been well subscribed despite the change in mode of delivery. All redeployed staff have returned to their substantive positions in PACH.

### *Child Youth and Family and Telehealth*

Community Child and Family Health (CFH) services rapidly implemented virtual appointments amid the uncertainty of the evolving COVID19 pandemic, delivering more than 3,000 Telehealth appointments during May 2020. Early client experience evaluations of Telehealth indicate that families would be interested in a blended model of face-to-face and Telehealth services. Preliminary clinician reported evaluation of the efficacy of speech therapy provided via Telehealth compared to face-to-face sessions is underway. Based on evaluation to date, CFH services are planning to sustain elements of Telehealth.

### **Counter Disaster**

- The Health Liaison to the Police Operation Centre (POC) and the State Emergency Operation Centre (SEOC) continues.
- The implementation of the Business Continuity Management is progressing well with 61 services having completed or have nearly completed the assessment of critical business functions via the Business Impact Assessment process. A number of services are entering the strategy phase.
- In collaboration with sites, ICT, and Counter Disaster, planning has commenced to roll out a new telecommunication solution. This will provide the infrastructure and back-up phone systems across the District in the event of a telecommunication failure.

## **COMMUNICATIONS**

### **Internal media**

- Two NSLHD newsletters were published to inform staff and the community of NSLHD's preparedness for COVID-19 and celebrate achievements of staff. Combined readership of 4500.
- Posters and signage collateral produced with public health messaging in response to increased community cases in Victoria.
- Regular CE email messages for all staff on issues relating to COVID-19.
- Media release prepared for two large scale spinal injury research trials, led by Professor Lisa Harvey and Professor Ashley Craig. The trials each received \$3 million.
- Coverage of International Cleaners Day.
- Filming of patient therapy dog for use through NSLHD internet and social media.
- Promotion of a new patient queue management system pilot at HKH.
- Hornsby redevelopment newsletter was published.
- News updates for the Kolling website.

### **Social media**

- There are now 30,838 people who follow our Hospital and NSLHD Facebook pages, an increase of more than 1000 in the past month. There was a total reach of 542,000 people.
- Social media and newsletter content prepared highlighting the latest research activity and funding announcements, including NHMRC funds to Professor David Hunter, and surprising research around high heels and hip osteoarthritis.

### **External media**

- Professor Carol Pollock, Kolling Institute and RNSH, featured in Sydney Morning Herald and Channel 7, profiling an international trial focusing on the use of blood pressure medications for COVID patients.

- RNSH senior ICU Nurse Meg Dixon was interviewed as part of NewsCorp's campaign called Night Watch.
- Interview with North Shore Living and Deputy Director of RNSH ICU Dr Sarah Wesley about the ICU and Hospital's preparation for COVID-19.
- Dr Ellie Freedman, NSLHD Sexual Assault Service Director, interviewed by ABC Lifestyle on cervical screening for survivors of sexual abuse.

### **Upcoming events**

- Planning for NAIDOC Week and video production.
- Collaborating with the NSLHD Research Team on content for International Clinical Trials Day.

### **Projects**

- Developing short videos for the public highlighting the new benefits of the Stage 2 redevelopment of HKH. The videos will be hosted on the website and profile newly opened departments, with the first being Medical Imaging.
- Website redesign process is progressing to review and transfer content from the current website design to the new design.
- Collaboration with Maternity Services at RNSH:
  - Creating a series of posters promoting hand hygiene.
  - Developing information posters for new parents about safe sleeping and micro-sleeping.
- Internal communications supporting the consultation process for Kolling Institute's Strategic Plan.

## **INFORMATION & COMMUNICATION TECHNOLOGY (ICT)**

### **COVID-19 ICT solutions**

ICT continues to find innovative solutions to the challenges arising from the COVID-19 response. Through June, ICT was able to support commencement of new COVID testing clinics for the communities in Berowra and Brookvale on the basis of a new model of delivering network communications to remote sites. This allowed pop-up clinics to be established in only a few days with full network functionality allowing clinicians to have full electronic Medical Record (eMR) and other Local Health District ICT system access.

ICT continues to work with NSW Health Pathology (in partnership with Amazon Web Services, Deloitte Australia and Microsoft) to deploy the state-wide automated COVID-19 SMS Results Service to help staff and patients tested for COVID-19 get their negative results faster via their personal mobile phones. NSLHD has the third highest number of SMS notifications to patients in the state (highest of the metro LHD's).

### **eMR Delivery Program**

In collaboration with eHealth ICT continues to progress work towards the implementation of the several initiatives to enhance clinical documentation and workflow in electronic Medical Record (eMR). In particular:

- The electronic medications workflow for Clozapine therapy was implemented in June 2020.
- NSLHD is the state pilot for the Advance Care Planning and End of Life Care solutions to go live in July and August 2020 respectively.

### **PACS/RIS Upgrade**

Planning continues for the implementation of the State-wide PACS/RIS Program (Medical Imaging System Replacement/Upgrade). NSLHD (partnering with Central Coast Local Health District and eHealth NSW) will be one of the first Local Health District's to go live during April-May 2021. The project team have held successful Current State Workshops at all hospital sites and has been an excellent opportunity to engage with clinicians and clerical staff to understand current ways of working. The vendor project teams will be visiting the sites to validate these workflows and plan for future state workflow design in July 2020.

Successful go lives for the state-wide program pilot facilities occurred in June across the Western Sydney Local Health District's facilities.

### **Web Enhancement Project**

Stakeholder roadshows including a presentation at the ICT Steering committee have been positive with excellent feedback and endorsement of progress to date. The SharePoint framework design and development is complete. Migration planning is in progress for online forms and complex pages. The Business Relationship Team (BRT) is continuing to engage with Web Champions (who are key content owners) to ensure review and migration activities of existing content meet go-live timelines. The project remains on track for completion in September 2020.

### **WINDOWS 10 Upgrade**

The Windows 10 project has now transitioned to management by the End User Computing Team. Additional resources have been assigned to assist with the project completion scheduled for 31 December 2020 following a 6 month delay as a result of COVID-19 response activities.

## **MEDICAL SERVICES**

### **Senior Medical Practitioners**

The VMO Quinquennial reappointment process is being finalised, with appointments of Honorary Medical Officers now in progress. The process for VMOs was completed on time despite pressures related to the COVID-19 response due to the extraordinary efforts of a range of staff led by Barbara Jones, Manager Medical Workforce. It is the first time the quinquennial process has been undertaken electronically in NSLHD through the use of eCredential.

### **Junior Medical Officers (JMOs)**

The JMO Annual recruitment early stage has commenced for the 2021 clinical year, and the interview process for this bulk recruitment activity expected to begin late July. Guidelines are being developed to assist JMO Managers with arrangements in light of COVID-19.

The NSLHD JMO Wellbeing Committee continues to meet monthly. At the June meeting discussion continued to focus on progressing activity relating to the 2019 – 2021 Health and Wellbeing NSLHD JMO Plan and in particular the JMO section of the updated NSLHD website. The Committee will be reviewing mock-ups of the relevant pages at its next meeting.

## **NURSING AND MIDWIFERY**

### **COVID-19**

The Nursing and Midwifery Directorate (NMD) continues to oversee responses to COVID-19:

- Staffing of a community COVID-19 clinics at Turramurra Community Health Centre, RNSH, and Brookvale Community Health Centre.

- Swab teams continue to make community visits to perform swabs for patients in Residential Aged Care Facilities.
- Continued operation and oversight of the NSLHD 'Virtual Hospital', and providing negative results.
- Continuance of Temperature Check Stations to help identify anyone who may require testing and prevent spread of the virus.

### **Safety Culture and Practice Development**

The Nursing and Midwifery Directorate will coordinate a Meals Matter project in collaboration with HealthShare. The project is currently in planning stages and will be launched at Bridgeview and Parkview Units at Macquarie Hospital.

A 6-Step Framework for Continuous Professional Development has been designed to support the implementation of Mental Health Pathways in Practice (MHPiP) including sustainability across the healthcare service. Resources are also being developed for Nurse Unit Managers to support MHPiP, align with the Performance Development and Review process, and to ensure that the Mental Health workforce is agile, value-focused and responsive to meet demands across the District.

### **Workforce Capacity and Development**

The NMD is in the process of mapping all nursing and midwifery position descriptions to the NSW Public Sector Capability Framework and ANZSCO Codes. The NMD has consulted widely with staff across the district to correctly map the positions to ensure that they are relevant and appropriate to all levels of staffing.

Interviews for the 2021 MidStart program will be held in early July 2020. A record number of applications were received for NSLHD this year with the District accounting for almost 10% of applicants across the state. Selections for the program, which commences in February 2021, will be finalised by August 2020.

Applications for the 2021 GradStart intake opened on 24 June and close on 13 July 2020. NSLHD will interview approximately 400 candidates for 182 positions across the District.

### **Maternity Services**

The Safer Baby Bundle is a 'Bundle of Care' aimed at addressing the priority evidence practice gaps in stillbirth prevention and is for implementation across maternity services nationally. The Safer Baby Bundle consists of 5 elements designed to reduce stillbirth rates after 28 weeks' gestation. Implementation within NSLHD has commenced and further work is planned. Outcomes will be reported back to the Maternal Neonatal and Women's Health Network.

### **Patient Access and Logistic Unit (PALS)**

The NSLHD PTS Pilot Program has been live since April 2020. The Project team are currently reviewing the achievements of the pilot with a view toward recommendations to now be incorporated as business as usual and elements to be further tested now that Transit Lounge at RNSH has re-opened. Some of the recommendations will include: maintaining the daily planning meetings between Patient Transport Service (PTS) and NSLHD as well as PTS contribution to NSLHD patient flow meetings, continuing the dedicated dispatcher model at PTS, locking vehicles to prioritise day prior bookings & ensure the timeliness of these bookings and continue calling ahead to wards to reduce on-scene cancellations.

The PALS Nurse Manager is working with System Performance Support (SPS), Ministry of Health to streamline communication and implementation of updates/changes for the Patient Flow Portal (PFP) & Emergency Access View (EAV) across NSLHD.

### **PEOPLE AND CULTURE**

## **Staff Recognition**

The recognition initiative Peer to Peer e-Compliment portal will have been in place for 12 months on 8 July 2020. As at 9 June 2020, there have been 1750 compliments received through the portal, representing almost 20% of our workforce having received a “thankyou” or “welcome” from a colleague.

Numbers of unique users of the system, and unique recipients, are increasing, showing engagement increasing as this grows organically through our organisation. We continue to develop the selection of messages staff can use, in response to staff suggestions and feedback.

## **Work Anniversary email**

On 1 June 2020 NSLHD launched a Work Anniversary e-card which is sent from the Chief Executive to individual staff to thank them for their contribution and acknowledge a year of working within our District. In the first month of this initiative over 600 staff have received this acknowledgement.

## **Cultural program - Speaking up for Safety (SUFS)**

The SUFS strategy will contribute towards:

- Continued improvements in patient and staff safety attributable to greater staff willingness to speak up
- Strengthening our culture of respectful, collegiate communication as a first approach to address concerns at the local level, and only reporting when necessary.
- Reduced requirement for formal complaints management as issues are addressed immediately where they are best managed.
- More productive, desirable and collaborative work environments.

2119 staff have completed SUFS training as at end May 2020. Training is currently on hold while the District manages the response to COVID-19 and options are for alternative methods are being explored.

Key stages currently underway and planned include:

- March – August 2020: SUFS training at Ryde and Mona Vale Hospitals.
- September 2020 – September 2021: SUFS training scheduled for Hornsby Hospital, Primary and Community Health, and Mental Health Drug & Alcohol.
- February/March 2021: Safe Behaviours Together (notification tool) training scheduled to launch.

## **September 2020 fundraising event for Cerebral Palsy Australia**

NSLHD has a long tradition of supporting September, being the first NSW Health Local Health District to participate. In 2019 NSLHD was recognised as the highest fundraising public sector organisation in Australia. The 2020 September Launch will this year be communicated to staff by a video from the NSLHD Chief Executive.

## **RESEARCH**

### **Research Advisory Committee (RAC)**

The RAC met in the last week of June to review progress towards delivery of the initiatives outlined in the Research Strategy.

The focus at this stage is on the delivery of initiatives earmarked for delivery in the initial stage (0-18 months), and almost all are on track for delivery within that timeframe.

The agenda for the RAC was recently reframed to strengthen alignment with the initiatives and allow for easier monitoring of progress in the implementation of the Strategy, and this received a positive response from the RAC members.

A next step is to develop a Clinical Trials Reference Group. Clinical Trials are a major focus for NSLHD as well as for the Office for Health and Medical Research and this group will aim to enhance clinical trial capacity and capability across the District. The group will be established following a survey of researchers to identify key issues and potential participants.

### **Sydney Health Partners**

The NSLHD Medical Executive Director was invited to participate in the Health Services Research Roundtable held 12 June 2020. The roundtable objective was twofold. In the short term there was a need to define priorities for a call for health service research funding as part of the NSW Government allocation of priority funding for COVID-19 related research. The more enduring objective was to articulate broader researchable issues for refining a resilient learning health system informed in part by the COVID-19 pandemic experience.

### **Kolling Institute of Medical Research**

#### *Strategic Plan*

Following consultation, the draft Strategic Plan is undergoing revision and amendment and will then be progressed for approval from the Joint Venture Partners, NSLHD and the University of Sydney. Formation of the relevant research leadership groups in support of the plan is also being progressed.

#### *Kolling SharePoint site*

Roll out of the Kolling SharePoint site commenced in May and was completed in June 2020. Relevant material will continue to be added to the site to further enable its functionality as the effective 'operations manual' for the Kolling, including an evolving focus on supporting the Kolling Strategic Plan. It will also function as an interactive hub to foster staff interaction and engagement and will provide easy access to relevant policies and procedures.

### **Research Ethics and Governance Office (REGO)**

A profile for the REGO was published in a recent NSLHD Newsletter to highlight the role and functions of the REGO team and promote their work in enabling and supporting COVID-19 research. The REGO team has improved turnaround times for ethics and governance approvals to ensure this research can proceed expeditiously.

### **Research Recognition**

Following on from the NHMRC Grant awarded to Prof David Hunter advised last month, Dr Naomi Hammond, Intensive Care Clinical Research Manager, Royal North Shore Hospital, has been awarded an NHMRC Investigator Grant for \$553,664 for her study, *Delineating the role of fludrocortisone and hydrocortisone in the management of patients with septic shock*.

Professor Carol Pollock received positive media attention this month for her research into whether angiotensin receptor blockers (blood pressure medication) could be used to treat COVID-19. The study was featured in the Sydney Morning Herald.

### **COVID-19 Research Studies**

There was strong print, radio and television coverage of a study led by A/Professor Rory Clifton-Bligh, Medicine, Northern Clinical School, Kolling Institute of Medical Research, and Head of Department, Endocrinology, RNSH, investigating the correlation between the loss of



sense of smell and COVID-19. The coverage included a Sydney Morning Herald article, interstate print publications, ABC radio, and Channel 9 and 10 news.

A national study led by Professor Ravinay Bhindi, Professor Medicine, Northern Clinical School, and Interventional Cardiologist, RNSH, investigating the impact of COVID-19 on patients with cardiovascular disease) also received media coverage.

### **Nursing Research and Practice Development**

Nurses and Midwifery COVID studies are being developed to include a review of stroke patient management, impact on nursing practice, impact on head injury rates, the development, implementation and activities of the virtual ward, and nurse wellbeing and resilience. Other key highlights include:

- Dr Naomi Hammond, Intensive Care Clinical Research Manager, Royal North Shore Hospital, was awarded an NHMRC Investigator Grant for \$553,664 for her study, *Delineating the role of fludrocortisone and hydrocortisone in the management of patients with septic shock*.
- Interviews were held during June 2020 for the NSLHD Palliative Care Aged Care Nurse Practitioner.
- Eight grant applications under review awaiting outcome.
- Five awarded active research grants are now operational.
- Research Study Day on 25 June 2020 with 15 participants.
- Researcher Master Classes will recommence with reduced numbers face to face in July 2020.

### **NORTH FOUNDATION**

#### **2019/20 Tax Appeal**

The NORTH Foundation has successfully completed the 2019/20 Tax Appeal raising \$200,000, well over the target of \$130,000. These funds will be used to improve the health of our community. Activities are also continuing to identify and secure new donors.

#### **NSLHD Funding Advisory Committee (FAC)**

The Committee will serve as a decision-making body for untied funding (where the beneficiary such as a specific cause, hospital, department, clinician, or researcher, has not been specified) and for semi-tied funding (where the hospital or research institute has been specified, but not the actual department, cause, clinician or researcher). The Committee will allocate these funds in such a way that optimises the benefit of these funds across the NSLHD and is consistent with agreed allocation principles and with the strategic direction of the NSLHD. This will include working with the NORTH Foundation to maximise the benefit to NSLHD from funds raised.



Deb Willcox  
**Chief Executive**

**Date:** 15 July 2020

## STAKEHOLDER MAP

