

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

NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

Safety and Quality Indicators

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		< 2.0	0.64	1.36		< 2.0	0.70	1.30
ICU CLAB Infection Rate ^{1*}		= 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 ²		≤ 13%	11.8%	1.2%		≤ 13%	9.2%	3.8%
MH: APDC Follow Up Within 7 days ²		≥ 70%	80.4%	10.4%		≥ 70%	83.1%	13.1%
Unplanned Hospital Readmissions [#]		6.4%	6.3%	0.1%		6.4%	6.6%	(0.2%)

¹Data 1 month delay

²Data 2 month delay

*SA-BSI & ICU CLAB Infection Rate results were delayed by 1 month due to COVID-19 focus.

Unplanned Hospital Readmissions targets are prior year actual.

SAFETY AND QUALITY

ims+ was successfully launched across NSLHD on 16 March 2020. To date 1,100 notifications have been entered into the updated incident reporting system with of 80% clinical notifications. The ims+ eHealth Team continues to provide to NSLHD users and training and education is ongoing with webinars covering a range of topics including managing and reviewing incidents, searching and saving queries and managing consumer feedback.

The NSLHD Quality & Improvement Awards were temporarily postponed due to the COVID-19 response. The Awards will now proceed with a virtual ceremony planned for the end of July 2020.

PERFORMANCE ¹

Summary

Across NSLHD, there were 20,881 presentations to Emergency Departments (EDs) in March 2020, an increase of 6.5% (1,356) compared to presentations in March 2019.

NSLHD continues to perform strongly for Transfer of Care, achieving 95% for March 2020. ETP for the month was 76%. Within this, Ryde Hospital achieved 76%, Hornsby achieved 82% and RNSH achieved 68%.

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

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NSLHD had 34 patients overdue for elective surgery at the end of March 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.
- Review of Category B and C patients on currently waitlist and monitoring wellbeing.
- Selected Category A elective surgery cases performed at North Shore Private Hospital.

ED Presentations

This increase can be contributed to the COVID-19 pandemic, and the introduction of COVID-19 testing within EDs particularly at Royal North Shore Hospital. ED presentation data for March has been impacted by COVID-19 testing initially being recorded in the ED medical record and activity.

Further data interrogation is required to differentiate between presentations for COVID-19 testing or clinical problems, and presentations not related to COVID-19. Initial estimates for April indicate that total ED presentations decreased by approximately 40%, compared to April 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 76% in March 2020 against the target of 81%. This is an increase of 8% from March 2019.

ETP at RNSH was 68% for March 2020, an increase of 8% compared to March 2019.

ETP was 76% at Ryde, a decrease of 8% compared to March 2019. This is alongside an 8.4% decrease in presentations (198 patients). The significant impact of COVID-19 during this period is reflected in this result.

ETP was 82% at Hornsby, an increase of 8% compared to March 2019 while presentation numbers decreased by 10.4% (350 patients).

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 95% for March 2020.

TOC at Ryde in March 2020 was 96%, ambulance arrivals decreased by 5.9% (34 ambulances) when compared to March 2019.

TOC at Hornsby in March 2020 was 94%, this is alongside a 17.3% decrease in ambulance arrivals (132 ambulances) when compared to March 2019.

TOC at RNSH in March 2020 was 93%, this is alongside an 11.6% decrease in ambulance arrivals (205 ambulances) when compared to March 2019.

Emergency Department (ED) Triage

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

Within this, targets for categories 1, 3, 4 and 5 were met by all facilities. RNSH and Ryde did not meet triage category 2 target of 80%, recording 79% and 74% respectively.

Elective Surgery Access Performance (ESAP)

At the end of March 2020, there were 34 patients overdue for elective surgery (10 category 2 patients and 24 category 3 patients), reflecting the impact of the COVID-19 pandemic and Ministry directive to cease all non-urgent elective surgeries.

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ESAP for category one patients was 100%. Category two performance was 87%, and category three performance was 96% against the target of 97%. An LHD wide project focused on the management of surgical waitlists is currently being undertaken in an effort to improve surgical performance.

Average Length of Stay (ALOS)

The rolling 12 month ALOS at Hornsby is 3.57 days, and has been consistently below the target of 3.98 days for 12 months. The rolling 12 month ALOS at Ryde is 4.14 days, slightly above the target of 3.79 days. The rolling 12 month ALOS is RNSH is 4.88 days. This is below the target of 4.94 days.

NORTHERN BEACHES HOSPITAL

ED Presentations

In March 2020, NBH received 6,727 ED presentations with a YTD total of 50,553 presentations. This is a significant increase from presentations in the previous month (5488 ED presentations in February 2020).

Transfer of Care (TOC)

NBH are performing strongly against this indicator achieving 98.5% for March 2020 and 99.3% YTD.

Emergency Treatment Performance (ETP)

ETP at the NBH was 82.5% for March 2020 against the target of 81%, an improvement from 75.9% in February 2020. NBH achieved a YTD result of 77.6%.

Targets for all Triage Categories with the exception of category 2 were met.

Elective Surgery Access Performance (ESAP)

NBH had no elective surgery patients overdue or breach their recommended waiting time for March 2020, although this is expected to be impacted in future months by Elective Surgery restrictions arising from COVID-19.

Information & Communication Technology (ICT)

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

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's NCOS for April 2020 was \$6.97m (5%) unfavourable, resulting in \$13.03m (1%) unfavourable position for the year to date.

Total Expenses

Total Expenses were \$2.03m (1%) unfavourable for the month and \$3.10m (0.21%) unfavourable YTD. The unfavourable position was primarily driven by COVID19 related expense (\$13.30m UF) which was largely offset by reduction in overall activity and projects that were delayed due to COVID19 (\$10.2m F).

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The District will continue to monitor closely and assess the financial impact of COVID-19 as new events unfold. In addition, managing and quantifying the financial impact of lower than normal activity levels will be an area of key focus in future months.

The District's FY forecast has been revised from \$31.5m to \$5.0m unfavourable. The \$26.5m reduction is a reflection of lower than expected financial impact due to COVID19 and decreasing BAU expenses as a result of lower activity and delayed projects.

The District highlights that the forecast assumptions pertaining to COVID19 response and the overall financial impact within current climate will be subject to continuous revision due to the rapidly changing environment.

Revenue

Total NSLHD Own Sources Revenue was \$4.88m (23%) unfavourable for the month and \$8.64m (4%) unfavourable for year to date. Current month's reduction in overall revenue mostly pertains to the decline of Private Patient activity due to COVID19.

District's FY forecast has been revised from \$5.0m to \$16.0m unfavourable. The \$11.0m deterioration in Revenue forecast is mostly due to COVID19 impact and is comprised of \$6.7m decline in Patient Fee, Facility charges & Prosthesis income and \$4.3m reduction in other income such as car park income, loss of commercial rent and course fees.

Similar to expense forecast, the District highlights that the forecast assumptions pertaining to COVID19 response and overall financial impact within the current climate will be subject to continuous revision due to the rapidly changing environment.

ABORIGINAL HEALTH SERVICES

Aboriginal Health Services has successfully recruited to the Aboriginal Population Health Trainee Initiative (APHTI) position with the new trainee due to commence on 1 June 2020. Aboriginal Health Services has submitted an additional application to host a second Aboriginal Population Health Trainee Initiative position for the 2020/21 intake.

The APHTI is a workplace-based training program for Aboriginal people who have a health related undergraduate qualification and an interest in population health. The three-year traineeships involve a combination of workplace and part-time study towards a Master of Public Health degree.

Aboriginal Health Services were successful in their application for the National Disability Insurance Agency (NDIS), Information Linkages Capacity Building (ILC) Grant. The Grant is provided as part of the Community Inclusion Capacity Development program to build innovative ways to increase the dependence, social and community participation of people with a disability. The ILC will deliver on this objective by building individual capacity to live an ordinary life and creating opportunities in the community to do so.

ALLIED HEALTH

COVID-19 Training Physiotherapy

The Ministry of Health, Workforce Planning & Talent Development Branch together in partnership with HETI and the Australian Physiotherapy Association held a 2 day virtual Cardiorespiratory ICU (APA level 1 & 2) training course. (30 Physiotherapists from NSLHD and 5 Physiotherapists from the NBH attended the training.) The purpose of the training was to support physiotherapy staff learning to function effectively in LHDs/SHNs ICUs with the increasing cases of COVID-19. The content will have a strong focus on weaning off ventilators as this has been identified as a priority to saving lives.

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COVID-19 ICU Physiotherapy and Allied Health Workforce Enhancement

To support the NSW Health workforce, the Ministry of Health has funded an increase in temporary allied health positions up until 31 December 2020 to help address the COVID-19 pandemic.

In collaboration the Allied Health Managers, Medical Imaging Managers and Pharmacy Directors the current need and future workforce strategies are being developed in line with the District ICU surge plans, ED COVID-19 Model, inpatient ward planning and preventable hospitalisation programs.

An internal expression of interest for additional working hours has been sent to our current allied health clinicians and an external NSLHD Allied Health COVID-19 Talent Pool and NSLHD Pharmacist COVID-19 has been published on the *I Work for NSLHD* recruitment site.

COMMUNICATIONS

Media and Communications

- Two COVID-19 dedicated district newsletters were published to inform staff and the community of NSLHD's preparedness. The newsletters are distributed to councils and MPs in the area.
- More than 180 Facebook posts were put on the hospital and district Facebook pages between March 1 and April 27, with a total reach of 2.43 million.
- Dr Michelle Mulligan featured in the Australian Financial Review on the district's response to COVID-19 both as a profile and news article.
- Dr Benjamin Harris featured in The Daily Telegraph as part of a feature on frontline hospital workers preparing for COVID-19.
- Posters and signage collateral produced with public health messaging.
- Television and newspaper articles on acts of kindness to our staff during COVID-19
- Media release sent to local papers on new visiting procedures at hospitals.
- Temperature checks awareness raising with community and staff
- Production of six short videos of key clinicians and the CE assuring staff and the community of our District's response to COVID-19.
- Production of a video You Can't Ask That, involving clinicians answering questions on COVID-19.
- Regular CE Email Messages for all staff on issues relating to COVID-19.

Projects

- Website redesign process is progressing to review and transfer content from the current website design to the new design.
- Promotion, development and maintenance of MedApp to provide COVID-19 information to front line clinicians
- Development of a response website so COVID-19 information on the Intranet can be viewed on mobile devices
- Work on communication strategy and collateral for the proposed RNSH campus Lot 4b development and Health and Education Precinct continues.
- Internal communications around the consultation workshops and surveys ahead of the new Kolling Institute Research Strategy
- Development of the Kolling Institute communications plan and communication activity plan for 2020
- Working on short videos for the public highlighting the new benefits of the stage 2 redevelopment of Hornsby Hospital. The videos will be hosted on the website and profile newly opened departments, with the first being Medical Imaging.

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COUNTER DISASTER

The Counter Disaster team is supporting the COVID-19 response acting Health Liaison to the Police Operation Centre, the State Health Operation Centre, and the Quarantine Exemption Unit. These roles predominantly involved working with the Emergency Services supporting in home isolations (including Hotels stays) and onward traveling person both interstate and internationally.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

ICT has worked with NSW Health Pathology (in partnership with Amazon Web Services, Deloitte Australia and Microsoft) to deploy a statewide 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 rolled this out to all sites and was one of the lead Districts implementing the new system following the successful pilot at Royal North Shore Hospital in early April.

ICT in collaboration with frontline clinical staff and eHealth NSW have developed and implemented additional eMR COVID-19 functionality to support clinical documentation, alerting, reporting, protocols, and workflows related to the response. These eMR updates have been well received by clinicians.

ICT continue to support the major expansion of Telehealth and have released a Video Conferencing Platform guide to help staff/clinicians and patients access and use these virtual tools. In particular the ever increasing use of Skype for Business (SfB) has continued with a 128% increase in Skype Conference Calls held in April (13036 in total) and 190% increase in attendees at these meetings (75,126 in total) across the LHD. Additional departmental SfB “Super-Users” are also being identified to be trained in using our virtual tools to further assist clinicians to navigate and facilitate virtual meetings and services.

Med App launched state wide on 28 April for staff across NSW Health. Together with the existing NSLHD platform (released in early April), the launch of Med App across the state will assist to enhance the ease of communication and access to information from the State-wide Health Emergency Operations Centre (SHEOC), Public Health Emergency Operations Centre (PHEOC) and Communities of Practice, to clinicians responding to COVID-19.

The COVIDSafe App was launched by the federal government on 26 April with over 3 million Australians already downloading the app by the end of the month. The app helps state and territory health officials to quickly contact people who may have been exposed to COVID-19.

MEDICAL SERVICES

Senior Medical Practitioners

The VMO Quinquennial reappointment process continues to progress where possible with the Credentialing (Clinical Privileges) Sub-Committees being undertaken in preparing VMOs for consideration of recommendation to the MDAAC. Given the current context, a request has been submitted to the Ministry of Health to approve an extension for the District's Quinquennium period.

MDAAC has supported a process for the Directors of Medical Services to arrange cross-credentialing of clinicians between facilities in the LHD to assist with movement of senior medical practitioners to assist with management of COVID-19 patients as the need arises. Further guidance is anticipated from the Ministry shortly regarding a streamlined process for extending doctors' scopes of clinical practice where appropriate in the context of the pandemic.

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Junior Medical Officers (JMOs)

The NSLHD JMO Wellbeing Board Committee continues to meet monthly with Dr Nims Hettiarachchi and Dr David Philp appointed as the Co-Chairs of the Committee. At the April meeting there was discussion of the impacts of COVID-19, the resources currently available to support JMOs and what other measures JMOs would like to see introduced.

MENTAL HEALTH, DRUG & ALCOHOL (MHDA)

Disaster Deployment

In response to the bushfire fire emergency, MHDA Disaster Response Teams were deployed to Southern NSW Local Health District to provide much needed support. The deployment period ended on 26 March 2020 and the sustained effort across the 12 week period was extraordinary and acknowledged broadly across the system and in particular by the Chief Executive, Southern NSW LHD.

COVID-19

In response to COVID-19, MDHA implemented systems and processes to protect vulnerable consumer groups as well as our staff in accordance with both the NSLHD Pandemic Influenza Plan and the MHDA Pandemic Influenza Plan.

Towards Zero Suicide Initiative

Funding has been confirmed for a MHDA Project Manager to oversee this important initiative and interviews are planned for late April 2020.

Intellectual Disability

During February and March 2020, the Intellectual Disability (ID) MHDA Team and Training Program ran a series of consultative forums across the District to provide information on the practical application of best practice, in providing care for people with an ID seeking MHDA services. Over 50 people attended the forums and additional virtual are planned for May/June 2020 to explore ID MHDA best practice.

Multicultural Mental Health

On 4 March 2020, a Mental Health Forum was held for workers and organisations that provide services to people from Culturally and Linguistically Diverse (CALD) backgrounds in the Northern Sydney Region. The event was an initiative of the Multicultural Service NSLHD and the Sydney North Health Network (SNHN), and hosted by NSLHD Mental Health Drug & Alcohol. Good representation was achieved with 88 people in attendance and active participation, networking and sharing of information.

NURSING AND MIDWIFERY

COVID-19

The Nursing and Midwifery Directorate (NMD) has provided significant support and coordination across a range responses to the COVID-19 situation including:

- Establishment of a COVID-19 Clinic at Manly Town Hall, scheduled to open on Friday 1 May 2020 operating 7 days a week from 9am to 4pm including staffing, pathology logistics, sourcing PPE and other consumables and equipment.
- Ongoing oversight and support of the COVID-19 'Virtual Hospital' at RNSH through the provision of permanent and casual nursing staff members to provide results and advice over the phone to community members, conducting welfare checks of COVID positive patients in home quarantine, staffing the onsite and community COVID swab teams, and supporting the Public Health Unit with casual and permanent staff.
- Together with Hospitals and Services across NSLHD, establishing of Temperature Check Stations to help identify anyone who may require testing while also increasing current layers of protection for patients, their families and staff.

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International Day of the Midwife and International Day of the Nurse

May 2020 represents a significant month for nursing and midwifery when International Day of the Midwife (5 May 2020) and International Day of the Nurse (12 May 2020) are celebrated during International Year of the Nurse and the Midwife.

During this challenging time it is critical to acknowledge this cohort, which could be considered the backbone of any health service, for their commitment and loyalty in delivering outstanding patient-centred care.

2021 Graduate Intake

The NMD is preparing for the 2021 intakes for GradStart and MidStart, liaising with the NSW Ministry of Health and other LHDs to refine and review processes given the restrictions in place due to social distancing requirements.

The NSLHD model for interviewing a large number of candidates (approximately 350) has been well-received and is also being adopted and/or adapted by other LHDs.

Research and Practice Development

- The 2019 NSLHD Nursing & Midwifery Research Annual Report is being printed for distribution.
- Support, mentoring and consultations with N&M staff undertaking clinical projects across NSLHD is continuing.
- Work is underway to develop a Senior Nurse Advisory Council at Ryde Hospital.
- NSLHD Intranet researcher team site has gone live with active N&M participants
- Nurse Practitioner network has continued through digital platforms and teleconferencing
- The Nursing & Midwifery Seminar Day planned for 27 May 2020 has been rescheduled to November 2020

PATIENT ACCESS and LOGISTIC UNIT (PALS)

The NSLHD PTS Pilot Program went live on 14 April 2020 with the first data sets due to be reported in early May 2020. Initial results demonstrate improved timeliness of pick up for PTS transports, a reduction of 'on-scene' cancellations by 66% at RNSH and useful qualitative data which is allowing for key areas of focus for process improvement and further collaboration between PTS & NSLHD.

The PALS team are continuing to work with the Ministry of Health and contacts across other LHDs to understand and implement COVID-19 reporting requirements and enhancements within the Patient Flow Portal (PFP) and to raise the awareness and understanding of initiatives and process development occurring across other LHDs relative to patient transfer & transport specific to COVID-19.

PEOPLE AND CULTURE

Significant work is continuing in response to the COVID-19 Pandemic. Key initiatives include:

COVID Care Team –Staff Wellbeing, Communications and Psychosocial Support

Dedicated COVID Care Teams and staff information "drop in centres" have been deployed across Royal North Shore, Hornsby, Ryde, Macquarie and Mona Vale Hospitals to support staff. The teams visit staff and their managers from all departments in hospitals to check in on their wellbeing, offer workforce support/advice, and answer any questions or concerns.

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Feedback from staff has been collated in an issues log for escalation and follow up with the District Executive and facility General Managers. Webinars have been introduced as a further channel for staff and management support. In addition a library of resources has been curated and created and a staff information hub for COVID-Care has been established on the intranet covering health, safety and well-being as well as tools for managers. This intranet site has received over 3000 visits as at the end of April 2020. The COVID-Care team provided 37 days of rounding across six sites, all departments/wards visited at least once, with 23 pop-up information centres provided across four sites

COVID-19 Staff Welfare Team – Targeted Staff Welfare Service

The COVID-19 Staff Welfare team was established to undertake welfare checks on staff who are on in-home isolation as a result of being identified as a close contact with a COVID-19 positive person (patient, staff, visitor or other) in the workplace.

This service currently operates from Monday – Friday, 8:00am – 5:00pm, with planning to include weekends based on demand.

Staffing - Internal and External Expressions of Interest (EOI)

A number of EOIs were distributed to assist in rapidly staffing new services/increased FTE as a result of COVID-19:

- The initial EOI was sent out to all casual, part time and recent retired staff regarding their availability to work additional hours and locations. Over 400 responses were received.
- Staffing were subsequently provided to resource increased FTE requirements for 7 day per week service, in patient contact tracing for the Public Health Unit.
- Staffing were also provided to resource the implementation of free parking at RNS for healthcare workers.
- Staffing is currently being provided to resource ICT Virtual Care Support Officers which aims to assist in the increase in utilisation of Telehealth and technology enabled communication during the management of COVID-19.

Following the focus on ICU surge planning and staffing, additional new casual staffing talent pools have also been established to help staff for surge activity:

- Allied Health
- Security Officers
- Wardspersons
- Cleaners.

COVID-19 – Education Support

The Centre for Education and Talent Development (CETD) has established a dedicated intranet page for updated education and resources relevant to COVID-19. Over 2700 staff have attended training in Personal Protective Equipment (PPE) delivered by CETD staff. To sustain education compliance levels PPE champions across the district, are being identified and will be supported to deliver ongoing PPE education at the local and ward level. Adjustments have been made to mandatory training including orientation and violence prevention and management to ensure education and on boarding is sustained.

PRIMARY & COMMUNITY HEALTH

Child Youth and Family Health

In response to the COVID-19 crisis NSLHD Child and Family Health (CFH) Nurses are now providing an average of 1080 Telehealth calls and 200 video-health calls with families with young children.

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Weekly CFH nursing teams continue to provide approximately 500 face-to-face consultations assisting with breastfeeding, infant growth and development checks and parental support. Child and Family Allied Health staff and Paediatricians are adopting a number of innovative approaches in the Telehealth space. To date, informal client feedback is that there are benefits to continuing a Telehealth component as part of future service models. CFH will commence gathering formal consumer and staff feedback about their Telehealth experience to inform future service planning

RESEARCH

COVID-19 Research Group

A sub-group of the Research Advisory Committee, the COVID-19 Research Group, has been established within the District, chaired by Dr Bernie Hudson, to facilitate high quality COVID-19 research that improves knowledge of COVID-19 for the benefit of our patients and the broader community. The group is currently meeting weekly to discuss current and potential research opportunities.

Translational Research Grants Scheme (TRGS)

The Office for Health and Medical Research (OHMR) has delayed submissions of Expressions of Interest for the TRGS Scheme until June 2020. The TRGS is designed to build research capability and accelerate evidence translation within the public health system, and NSLHD has achieved success in this grants process in the past. Despite the delay, NSLHD looks to have a similar number of applicants from previous years. The Research Advisory Committee will be engaged to review and select the best applications to progress to full submission, to be considered for funding by OHMR.

Ramsay Research Grants

A large number of high quality applications were received for the Ramsay Research Grants, however the 2019/2020 round was suspended as the majority of the applications received were to fund projects that currently are not possible to execute given the COVID-19 situation. This will be revisited in the future with funding will be rolled over as necessary.

SHP Platform Three Projects

Sydney Health Partners Platform Three met in early 2020 to recommence work on a series of research enabling projects. A subcommittee, predominately comprised of governance officers, has been formed to map out governance processes with the aim of alignment between the partner organisations.

Research Ethics and Governance

The Research Ethics and Governance Office (REGO) is now fully staffed resulting in a significant increase in productivity, with research ethics and governance applications now being processed within days of submissions. The successful recruitment to vacant positions within the REGO has assisted in managing and expediting the large number of applications for COVID-19 research projects.

KOLLING INSTITUTE OF MEDICAL RESEARCH

The Kolling Institute is in the final stages of consulting with joint venture partners around its strategic plan. This process has included review of related data, surveys, one to one meetings and consultative groups. The plan is due for finalisation mid-2020, followed by implementation.

The 100 year anniversary of the establishment of the Kolling Institute continues to be observed across advertising and communication platforms with formal celebrations currently postponed until later in the year.

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NORTH FOUNDATION

Work is continuing with major Donor and Private Ancillary Funds wanting to fund COVID-19 specific projects and initiatives and also with the Corporate and Donor community regarding COVID-19 gifts in kind and support with potential to establish long term partnerships.

CAPITAL WORKS

Mona Vale Hospital

Construction of the Geriatric Evaluation and Management Unit is progressing well with completion of the build due in mid-August 2020. Works have commenced on the new NSW Ambulance Station on the Mona Vale Hospital campus and construction completion is scheduled for 2021.

Hornsby Ku-ring-gai Hospital

Stage 2:

- Construction of the main Clinical Services Building, helipad and expansion of the Emergency Department is progressing well and on budget.

Stage 2A Redevelopment:

- The schematic design for Stage 2A has been finalised and the final Business Case submitted to the Ministry of Health in March 2020
- User Groups for Stage 2 and Stage 2A are scheduled to recommence in May 2020.

SYDNEY NORTH HEALTH NETWORK (SNHN)

NSLHD and SNHN have been working together through the COVID pandemic to help prepare primary, community and acute services to meet the needs of the community:

- Set-up 94 out of 119 Residential Aged Care Facilities with Telehealth capabilities for accessing LHD Rapid Response services
- Identify appropriate areas for establishing Commonwealth funded Respiratory Clinics for COVID19 testing and management
- Joint communication to GPs to keep them informed of changing testing criteria and the availability of testing services
- Establishing a COVID19 package of information for GPs HealthPathways, leading to Embedding a GP within the LHD COVID19 Virtual Ward, to ensure GPs remain involved and informed of the care of positive patients

NSLHD has also fast-tracked and expanded our Frail Older Persons submission to the Ministry Collaborative Commissioning program to include a request for funds to develop a 'Concierge' model to link older people with appropriate health and social services through this COVID19 period. We have been successful in receiving \$2.4m in funding over 3 years, as well as \$400k for immediate implementation of the concierge model.

SNHN have also been involved in the development of new models of care across Palliative Care and Aged Care Rapid Response in response to the COVID-19 situation.



Deb Willcox
Chief Executive

Date: 14 May 2020