

# 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  
October 2020**

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## **NSLHD PERFORMANCE**

NSLHD remains at Performance Level 0

### **Safety and Quality Indicators (September 2020)**

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>1</sup>		< 2.0	0.0	2.0		< 2.0	0.3	1.7
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%	7.0%	6.0		≤13%	7.0	6.0
MH: APDC Follow Up Within 7 days <sup>2</sup>		≥ 70%	81%	11.0%		≥70%	81%	11.0%
Unplanned Hospital Readmissions <sup>#</sup>		6.7%	6.6%	0.1%		8.5%	6.5%	2.0%

<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**

### **Accreditation**

The first meeting of the NSLHD National Standards Governance Committee was held in late September and focussed on a review of the National Quality & Safety Health Service (NQS) Standard One (Clinical Governance). The Committee will provide assurance to the Board and the Chief Executive that information and evidence on District-wide systems relating to accreditation the NQS Standards, is current, timely, accurate, comprehensive and accessible to staff undertaking accreditation activities and preparation for surveys.

The Australian Commission on Safety and Quality in Healthcare have announced the resumption of onsite assessments to the NSQHS Standards from 26 October 2020, for health service organisations that are at low risk of transmission of COVID-19. Health service organisations will have 12 months added to their current accreditation expiry date. Within NSLHD, Mental Health Drug and Alcohol (MDHA), Royal North Shore Hospital (RNSH), Ryde Hospital and Hornsby and Ku-ring-gai (HKH) Health Service will be surveyed throughout 2021.

### **Mask Fit Testing**

A Respiratory Protection Program (RPP) helps to protect our staff from hazards in relation to the transmission of airborne infectious agents and includes a range of strategies, such as vaccination, mask wearing and hand washing.

Mask Fit checking, of P2/N95 type masks (respirator), aims to provide maximum protection for those staff at highest risk of exposure to airborne infectious agents. The process involves checking the mask to ensure that it fits firmly on the wearer's face (i.e. creates a seal).

In an effort to enhance the protection of relevant clinical staff, NSLHD is joining with a statewide initiative to extend its RPP to include a fit testing program.

As an important initial step in establishing the fit-testing program, a risk prioritisation process has been conducted to identify those staff at a higher risk of exposure.

A local fit testing program will be developed but due to limited access to the necessary equipment and training (i.e. limited suppliers), NSLHD will work with the Clinical Excellence Commission (CEC), Healthshare and other partners to achieve this goal. To start the program, the CEC has arranged to have a contractor come onsite in mid-October for initial fit testing of approximately 250 staff.

### **NSLHD Safety and Quality Newsletter – Foresight**

The Clinical Governance Unit published the first issue of *Foresight* in September 2020. *Foresight* is an internal monthly newsletter providing information for staff regarding upcoming activities, programs and initiatives within the District focused on improving the safety of patients and the quality of our care.

### **2020 NSW Health Awards**

Three NSLHD Quality Improvement Projects have been shortlisted for the 2020 NSW Health Awards:

1. Reducing Inappropriate Arterial Blood Gas Testing in the Intensive Care Environment (RNS ICU)
2. Reducing time in seclusion in the Mental Health Intensive Care Unit - MHICU – HKH
3. Patient Led Handover at Mona Vale Hospital

Award winners will be announced on 29 October 2020.

### **COVID Clinic Patient Experience Feedback (via SMS)**

The response to the COVID-19 pandemic has involved rapid installation of testing clinics across NSLHD. A COVID-19 clinic patient experience feedback survey, delivered by SMS, was developed to understand if our patients' needs were met.

This survey aims to; Measure patient experience at the NSLHD COVID-19 clinics and identify opportunities for improvement and to identify an efficient and effective way to distribute a patient survey whilst mitigating infection control risks.

The development of an SMS automated patient survey was the result of a collaboration between Clinical Governance and ICT. The patient survey results collected to date indicate the majority of patients are experiencing positive encounters at our COVID-19 clinics. Areas for improvement identified include: provision of shelter for waiting patients, information on how to access additional assistance, improved signage, comfort improvements and correct usage of masks.

This automated process now continuously provides information to clinical staff and managers for assurance and improvement purposes. More than 20,000 patients have provided feedback via this new system since its inception.

### **Consumer and Patient Experience**

The first meeting of the reformed Consumer Committee occurred on 15 September. Key features of the new committee include increased numbers of consumer representatives, a revised terms of reference, that enhances the links to the second national quality and safety standard, and consumer representation from each of the hospital and service consumer committees.

On 29 September 2020, we were pleased to welcome the new Consumer and Patient Experience Manager, Alicia Wood, who will be a member of the clinical governance team.

Alicia has a wealth of relevant experience including related roles with the Agency for Clinical Innovation and the Clinical Excellence Commission.

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

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

Across NSLHD, there were 11,608 presentations to Emergency Departments (EDs) in August 2020, a decrease of 16% (2205) compared to presentations in August 2019.

NSLHD achieved 89% for Transfer of Care (TOC) in August 2020 and Emergency Treatment Performance (ETP) for the month was 81%.

NSLHD has 52 patients overdue for elective surgery at the end of August 2020, reflecting 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 August 2020 decreased by 2205 patients overall when compared to August 2019.

### **Emergency Treatment Performance**

ETP for NSLHD was 69% in August 2020 against the target of 81%. This is an increase of 2% when compared to August 2019.

ETP at RNSH was 59% for August 2020, an increase of 1% from August 2019. Presentation numbers decreased by 16.3% (1259 patients) when compared to August 2019.

ETP at Ryde Hospital was 80% for August 2020, a decrease of 3% from August 2019. Presentation numbers decreased by 15% (367 patients) when compared to August 2019.

ETP at HKH was 80% for August 2020, an increase of 6% from August 2019. Presentation numbers decreased by 15.7% (579 patients) when compared to August 2019.

### **Transfer of Care (ToC)**

NSLHD achieved 89% for Transfer of Care in August 2020 against the target of 90%. This is a decrease of 1% when compared to August 2019.

ToC at Ryde Hospital in August 2020 was 97%, this is alongside a 10.4% decrease in ambulance arrivals (62 ambulances) when compared to August 2019.

ToC at RNSH in August 2020 was 85%, this is alongside a 9.8% decrease in ambulance arrivals (171 ambulances) when compared to August 2019.

ToC at HKH in August 2020 was 95%, this is alongside a 10.8% decrease in ambulance arrivals (79 ambulances) when compared to August 2019.

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

### **ED Triage**

NSLHD met the ED triage targets for categories 1, 4 and 5 for August 2020. NSLHD recorded 79% for category 2 against the target of 95%, and 79% for category 3 against the target of 85%.

Within this, all facilities met the targets for categories 1, 4 and 5. RNSH recorded 87% for category 2 against the target of 95%. Ryde recorded 83% and HKH recorded 89%. RNSH recorded 76% for category 3 against the target of 85%. Ryde and HKH met this target recording 90% and 88% respectively.

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

At the end of August 2020, there were 52 patients overdue for elective surgery (2 Category 1 patient, 9 Category 2 patients and 41 Category 3 patients), reflecting the impact of the COVID-19 pandemic and Ministry directive to cease all non-urgent elective surgeries.

ESAP for Category 1 patients was 100%, category 2 performance was 91%, and Category 3 performance was 86% 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 August 2020 was 3.53 days, and has been consistently below the target of 3.98 days for 12 months. The ALOS at Ryde for August 2020 was 4.14 days, above the target of 3.79 days. The ALOS at RNSH for August 2020 was 4.79 days. This is below the target of 4.94 days.

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

#### **ED Presentations**

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

NSLHD analysis shows that when COVID-19 Clinic presentations are removed, demand for ED services is slightly higher than September 2019 volumes.

In September 2020, NBH recorded 9,962 total presentations with 4,557 of these presentations linked to the COVID-19 Clinic. COVID-19 Clinic presentations have approximately halved from August 2020, in line with reduced COVID-19 Clinic activity across the District.

#### **Transfer of Care (ToC)**

NBH continues to perform strongly against TOC targets, achieving 99.5% for September 2020, which incorporates COVID-19 Clinic activity.

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

Total ETP Performance has also been sustained at 82.8% in September 2020. Challenges are still noted in Triage Category 2 (65.8%) and Triage Category 3 (70.8%).

### **SERVICE IMPROVEMENT AND INNOVATION**

Applications for the next Innovation Pitch event closed on 11 October 2020. Evaluation of the 2019/20 Innovation Program found that 14 of the 22 funded projects since 2017 have been implemented and many more projects that Pitched but did not win have found alternative funding sources.

Planning for the 2020/21 program is underway with three new dates for The Pitch in 2021. The Innovations Team are working closely with the NSLHD Research Program Manager to ensure there is consistent messaging between the two programs as well as clear pathways, contacts and resources to make it easier for staff to navigate.

## **INTEGRATED CARE**

A stakeholder engagement and communications plan has been developed for the Collaborative Commissioning program. Recruitment will begin shortly for ongoing support to the program. The first governance meeting of the program will be held over the next month. The Ministry of Health (MoH) has funded a component of the pathway to be delivered early in order to receive additional support for frail and older people during the COVID-19 pandemic. It also provides an opportunity to get an understanding of the market capabilities and to test the long term requirements. The concierge was tendered to market through an EOI process to identify potential partners to join in the delivery of the service over the next 12 months and submissions are now currently under review.

There has been a significant focus on work with Residential Aged Care Facilities (RACF). Activities that have been completed include:

- Establishment of a Graduate Management program with UTas and Aged & Community Services Australia (Peak body) to offer to RACFs. Over 30 nurses have signed up to the first intake across the District.
- Developed a website for RACF staff to help manage deteriorating patients (DETECT) and refer to RACF outreach services.
- Ongoing Telehealth support (rolled out to all facilities).
- Finalised training and education needs assessment, with outcomes being embedded into ongoing processes to respond.

Other ongoing projects are:

- 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's Net Cost of Service (NCOS) for September 2020 was \$1.1m (0.9%) unfavourable, resulting in \$29.6m (8%) unfavourable position YTD. This unfavourable position incorporates incremental costs associated with the District's COVID-19 response. After adjusting for the impact of the COVID-19 response, the NCOS for September 2020 YTD is \$7.5m (2.1%) unfavourable.

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

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

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**

YTD total expense after adjusting for the COVID-19 impact is \$6.5m (1.5%) unfavourable. This deficit is primarily driven by FTE and G&S costs at RNSH. The District will work closely with RNSH to reduce this deficit via Roadmap savings strategies.

Overall YTD COVID-19 expense for the District is \$33.8m which is mainly composed of COVID-19 clinics, testing and outsourced patient services activities.

The District is currently forecasting a Full Year (FY) position of \$18m unfavourable after adjusting for the impact of COVID-19 response. This forecast position which has been agreed upon with the MoH & PMO, is subject to the success of Roadmap Savings initiatives.

### **Revenue**

Total NSLHD Own Sources Revenue was \$1.1m (1.4%) unfavourable YTD. This is primarily driven by declining overseas visitor and work cover income.

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.

District Finance has updated the FY revenue forecast to be \$3.0m unfavourable. The impact of COVID-19 on the District's revenue loss will be continuously monitored throughout FY2020-21.

### **Other item/s**

The end of September 2020 operating bank account cash balance held at Westpac was \$18.4m. Under the Ministry of Health Cash Management Reform initiative, Health Entity's creditor payments and PAYG tax payments are paid centrally by HealthShare. NSLHD's cash reserve buffer reported in the 2020/21 Service Agreement is maintained at \$1.5m.

The Ministry of Health will sweep Health Entity's bank accounts of funds in excess of the Service Agreement cash reserve buffer on 8th October 2020.

## **SERVICE UPDATES**

### **Aboriginal Health Service**

The NSLHD Aboriginal Health Service's Executive Assistant graduated from the NSW Health's and HETI's Next Generation of Emerging Leaders and Managers Cohort 2, with also obtaining a Diploma in Management and Leadership throughout the 2 year course.

The Bungee Bidgel clinic at HKH has acquired a retinal camera through the Rural Doctors NSW. The NSLHD Aboriginal Health Service's Clinical Nurse Consultant (CNC) and Registered Nurse (RN) along with the HKH GP Unit Practice RN, 2 GPs and 2 diabetes educators received training from Brien Holden Vision Institute on use of the retinal camera.. The retinal camera will be prioritised for Bungee Bidgel patients but accessible to all enrolled HKH GP Unit patients.

### **Allied Health**

Allied Health had the opportunity to join the NSLHD Board for the NSLHD Breakfast with the Board in September. Allied Health clinicians from across the District attended and following the morning, the feedback from everyone was overwhelmingly positive. The Allied Health team enjoyed meeting, getting to know the Board members and seeing the keen and genuine interest the Board members had in our staff, patients and their families.



Allied Health Professionals (AHP) Day was celebrated in the District on 14 October 2020. The #HumansofAlliedHealth social media campaign was received very positively from our community. Numerous likes, shares and complimentary comments were posted on our NSLHD social media platforms.

The MoH has supported the ICU Physiotherapy and Allied Health budget supplementation to be deployed into the NSLHD RACF Strike Force Team. A second round of advertising was undertaken for Social Work, Occupational Therapy, Psychology, Speech Pathology, Pharmacy, Podiatry and Nutrition & Dietetics members to join the Strike Force.

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

MHDA is experiencing high demand on our Child and Youth Mental Health Services. This has required a multi-layered response from MHDA while working in partnership with health entities, the NGO sector, involved government agencies (primarily the Education Department) and the private school sector.

A range of new projects are being initiated across MHDA services as a result of funding enhancements and significant work is continuing across the MHDA team to scope and implement these important projects.

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

The Chronic Disease Community Rehabilitation Service (CDCRS) is managing rehabilitation of patients post COVID-19 that have ongoing symptoms. The team, with Dr Sally Wootton as lead author, has drafted a manuscript of related cases. The manuscript, "COVID-19 rehabilitation delivered via a pulmonary rehabilitation Telehealth model: a case series" has been accepted for publication in Respiriology Case Reports.

### **Counter Disaster**

- The team continues to support the State COVID-19 operations as the Health Liaison Officers within the Police Operation Centre.
- In collaboration with the Local Emergency Management Committees, efforts have concentrated on Bushfire preparedness particularly at Evacuation Centres in the environment of COVID-19.
- Supporting the Emergency Procedure Committees and focusing on facility preparedness. A number of Emergency Procedures and Business Continuity sessions have been conducted. This has ranged from team deployment to incident management.

## **COMMUNICATIONS**

### **Internal media**

- Provided support for NLSHD Child and Young Person Wellbeing and Protection Awards.
- Communication support for National Carers Week.
- Communication support for Allied Health Professional Day including CE video message and social media campaign.
- Premature baby book – working with RNSH NICU on a patient's premie baby book and RNSH/NSLHD involvement.
- Communication support to the Commissioning Collaboration project with the Sydney North Primary Health Network
- Two NSLHD newsletters were produced in September covering COVID-19 public health messaging, health promotion and staff achievements.

- Provided support to Ryde Hospital’s initiatives; CAPE and Reversing Frailty.
- CE broadcast to all staff promoting Exceptional People Awards and R U OK? Day.
- CE broadcast on COVID-19 update.
- Assisted with the promotion of Exceptional People Awards.
- Developing material for staff on COVID-19.
- Stock photography organised for hospitals and services to capture photographs to be used in district publications and the new website.
- Change communication and planning for upcoming department moves at Hornsby Hospital redevelopment.
- Assistance with the NSLHD Research Year in Review.
- Development of the NSLHD 2020 Year in Review.
- Internal communications around the planning for the new Kolling Research Strategy and a new webinar professional development series.
- Working with RNSH ED research unit to raise the profile of their work.

### **Social media**

- NSLHD launched a new social media channel, Instagram, which has already attracted 53 new followers. It provides another channel for our patients, consumers and community to engage with and is re-purposing content being posted on Facebook. Instagram engages with a younger demographic who may not use Facebook.
- For the month of October, our Facebook pages across NLSHD had 90 posts, reaching 418,360 people across our five pages, accumulating an additional 600 likes with the total around 34,000 following our Facebook pages.
- For Twitter, we received 18 new followers and almost 8000 tweet impressions, LinkedIn we attracted 164 new followers.
- Kolling Institute social media posts highlighting the latest scientific progress, events and awards, including research around multiple medication use by the elderly, the Diabetes Australia awards and a high-profile musculoskeletal event.

### **External media**

- Media coverage, including a Channel 9 news story featuring Professor Carolyn Sue discussing a global research project into the genetic links to Parkinson’s disease.
- Content provided for a North Shore Times and Mosman Daily feature on the COVID-19 research being carried out by Kolling researchers at RNSH. This includes a study involving blood pressure medications, an early warning test and research around the implications for those with heart disease.
- Provided media statement to North Shore Living on elective surgery progress following COVID-19 shutdown.
- Media release on new fathers support program pilot at NSLHD.
- Promotion of the PACER program involving mental health professionals working with local area police commands in Hornsby and Northern Beaches to address mental health.
- Media statements for Bureau of Health Information April-June quarterly results.
- Prepared media statement for changes to Balgowlah Child and Family Community Centre relocation.

### **Upcoming events**

- Working with the diversity, inclusion and belonging team on the launch of the strategy.
- Mental Health Month activities and promotion.
- Exceptional People Awards planning.
- Annual Public Meeting development.

## **Projects**

- Website development – uploading of content in preparation for launch.
- Video production for RNSH security officers and ED.
- News updates and new content for the Kolling website, as well as planning for the redesign of the website

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

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

ICT continues to support the District's COVID-19 response through screening clinics at each hospital. Enhancements to the COVID-19 results by SMS registration process to include a QR Code to scan for easy registration are in progress, with a trial expected to commence this month.

Initial discussions have commenced between the District, ICT, eHealth and ServiceNSW to investigate the deployment of the Service NSW COVID-19 Safe Check-in QR Code scanning process. This is planned to be trialled at RNSH.

### **Electronic Medical Record (eMR) Delivery Program**

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

- The next phase of the Advance Care Planning (ACP) pilot focuses on evaluation and post implementation review, targeted for completion at the end of this month.
- The District has obtained an exemption from the Prescription Output project originally scheduled for implementation from June to August 2020 in favour of waiting for a digital version expected to be available from eHealth NSW in the next 12-18 months.
- Violence, abuse and neglect documentation tools were implemented in July to capture psychosocial responses for victims at risk of domestic violence, neglect and abuse.

Partnering with eHealth NSW a "Proof of Concept" to create interoperability between the electronic Record for Intensive Care (eRIC) and the electronic Medical Record (eMR) has commenced. The Integrated Transitions of Care (iTOC) Project aims to reduce the risk of transcription errors for medications, allergies and adverse reactions for patients transitioning from the adult ICU to other hospital settings. This is scheduled to Go-Live at Royal North Shore Hospital in November 2020.

ICT is working on local initiatives to enhance the eMR using new functionality now available in the system.

- A new Emergency Department (ED) medical workflow tool was made available on 15 September 2020. This new functionality lays the foundation for other local ED initiatives to be developed.
- Clinical teams in the Integrated Hand Unit at Royal North Shore are trialling a new Surgical Ambulatory Organiser to assist with the daily management of patients.
- As part of the Leading Better Care initiative, new streamlined wound assessment and management documentation tools were implemented on 21 September 2020.

### **State-wide PACS/RIS Program (Medical Imaging System Replacement/Upgrade)**

SECTRA is the primary vendor for the State-wide PACS/RIS Program (Medical Imaging System Replacement/Upgrade). The District, partnering with Central Coast LHD is one of the first expected to go live from April 2021. Recruitment for the remaining Project Team (Clinical Business Analysts and a PACS/RIS Change Manager) has been completed.

The Project Steering Committee is reviewing and providing feedback on the Project Specification and Schedule, the document is expected to be endorsed at the October committee meeting.

The Project team had their initial meeting and commencement for individual workstreams is underway. Future state workflows are being produced in conjunction with vendors and are currently being reviewed by working groups.

Initial data cleansing has been completed with the assistance of the Northern Sydney clerical team. Further work is required to determine any additional clean-up activities.

## **MEDICAL SERVICES**

### **Senior Medical Practitioners**

In accordance with the new Diagnostic Imaging Services Agreements, the Credentialing Standards used by the Providers I-MED and Everlight Radiology, were confirmed as meeting all NSW Health Requirements. Following this, the first groups of Radiologists and Nuclear Medicine Specialists have been recognised as accredited. They commenced providing services on 1 October 2020.

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

The JMO Wellbeing Board Committee has arranged a webinar for all doctors in training about evidence relating to COVID-19, particularly evidence concerning PPE with special presenters Dr Jean-Frederic Levesque, Chief Executive, Agency of Clinical Innovation and Dr Kate Clezy, Infectious Diseases Specialist, Clinical Excellence Commission which is scheduled on 13 October 2020. The invitation poster has been distributed widely.

Annual Recruitment of JMOs continues with the second round of advertising starting 3 October 2020. The majority of NSLHD positions have been filled for the 2021 Clinical Year.

## **NURSING AND MIDWIFERY**

### **COVID-19 Response**

A dedicated team has been developed to manage the increasingly complex resource, staffing and recruitment requirements for NSLHD's Virtual Hospital and COVID-19 Clinics at RNSH, Ryde, HKH, MVH and Brookvale and Hillview Clinics. The team consists of a NM6 Manager, NSLHD Virtual Hospital and supported by NM3 Nurse Manager, COVID-19 Staffing and Recruitment, HM2 and HM1 COVID-19 Welfare Response Team. Each hospital clinic is managed by 2.0 FTE Nurse Managers, as is the Brookvale Clinic.

Nursing and Midwifery Directorate (NMD) team members have been seconded to the COVID-19 team to assist with managing exemptions and conducting community swabs, as well as inducting newly on-boarded clinical staff. Staff have also assisted with the education of newly commenced team members, developing position descriptions and task cards and competency packs. A further team member has been temporarily seconded to the role of Clinical Nurse Educator (CNE) COVID-19 Response Team – Strike Force, pending the outcome of an internal Expression of Interest. This team member will support and align the education and training needs to the Aged Care Rapid Response Team (ARRT), Geriatric Rapid Acute Care Evaluation (GRACE) and Beaches Rapid Access Care of the Elderly (BRACE) teams to the greater Northern Sydney Community inclusive of Residential Aged Care Facilities.

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

An Intentional Rounding project will be launched at HKH on Monday 12 October 2020. This project will focus on six wards at HKH and aims to support the delivery of safe, quality care and create an atmosphere of trust and empowerment for staff and patients alike.

The Meals Matter project launched in the Bridgeview and Parkview Units at Macquarie Hospital on Monday 12 October 2020. This project will be a three month trial and involves Peer Workers, IT, consumers and staff. The NUMs and Dietician's at both wards are very engaged and will participate in four education sessions developed by the NMD team as well as an education pack.

### **Workforce Capacity and Development**

The NMD Workforce team continues to work with the Division of Women Children and Family Health (WC&FH) at RNSH on the 90-Day Challenge with the aim of improving rostering processes and practices.

The Directorate's Nurse Manager (NM) for the Nursing and Midwifery Workforce was requested by the NSW MoH for a short-term secondment to the State Health Emergency Operations Centre (SHEOC) to assist with COVID-19 resource planning. During this time, the NM assisted with developing Statewide contingency and business models and processes to better equip SHEOC's ability to respond to any increased demands on resources resulting from the COVID-19 pandemic.

### **Maternity Services**

NSW Neonatal Intensive Care Unit (NICU) and Paediatric Intensive Care (PICU) are commencing a Clinical Information System Development project to support a standardised electronic medical record for NICU or PICU in NSW. The District has four clinical and information system leaders involved in the project, Professor Martin Kluckow, Sally Duncan, Katelyn Davis and Emily McNaught. The first meeting of the NICU & PICU CIS Project Design Working Group was held by eHealth on 23 September 2020.

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

During 2019/20, the Patient Access and Logistics Service (PALS) partnered with the NSLHD Performance Support Team to develop and execute a Non-Emergency Patient Transfer Service (PTS) Roadmap with the objective of increasing service efficiency through a range of initiatives implemented between November 2019 and June 2020. The initiatives were implemented effectively and resulted in a reduction in costs and increased efficiency. Work is now underway on a Non-Emergency PTS Roadmap for 2020/21.

The PALS re-location from Hornsby Ku-Ring-Gai Hospital to Royal North Shore is scheduled to take place in mid-October 2020. The move will allow the PALS team to be co-located with the NSLHD Nursing & Midwifery Directorate.

## **PEOPLE AND CULTURE**

### **STEPtember 2020**

Under the enthusiastic leadership of Deb Williams, Wellbeing lead for NSLHD, staff have accumulated over 150 million steps raising over \$68,000 to date for the Cerebral Palsy Alliance STEPtember campaign. This represents the District's 5<sup>th</sup> consecutive year supporting this initiative. NSW Health has raised over \$220,000 as at 28 September. The NSLHD is the leading district again this year in both number of steps and fundraising effort.

## **Biketober**

This month NSLHD is supporting NSW Health's annual Get Healthy @ Work Biketober Business Challenge. This challenge aims to create healthy workplaces and improve the mental and physical health of working adults by encouraging people to ride a bike for 10 minutes or more each day.

## **Health and Safety education**

The Work Health and Safety Team have developed a series of short videos on common ergonomic issues. The videos are available for staff on the NSLHD Intranet and inform staff on how they can ergonomically set up their chairs, mobile devices, workstations and laptops.

NSLHD held two online Due Diligence information sessions for District Directors, General Managers and Service Directors. Both sessions received positive feedback from attendees and an additional session will be held for site and service Managers this month.

## **Speaking Up for Safety (SUFS)**

As at 15 September 2020, 2454 staff have been trained in SUFS across the District following successful recommencement of face to face training at RNSH, Ryde and Mona Vale Hospitals. The SUFS strategy launched at HKH, and the Mental Health Drug and Alcohol and Primary and Community Health services earlier this month.

## **NSLHD Leadership Development Program (LDP) – 2020**

NSLHD's inaugural LDP is well on its way with 19 developing leaders participating in a six month program that will equip them with skills to better lead, engage and empower our workforce. The LDP includes a series of workshops, coaching sessions and three capability exercises mapped to the 10 NSLHD priority capabilities.

During September, the developing leaders participated in a morning group exercise designed to measure leadership skills whilst solving a fictional issue. Participant performance in the exercise was mapped to five of the 10 leadership capabilities and will be fed back to the participants during scheduled coaching sessions.

The afternoon workshop was based on two capability targets; *Think & Solve Problems* and *Demonstrate Accountability*. Led by Paula Williscroft, Director of People & Culture and her team, the participants had the opportunity to workshop ideas to promote the ongoing training for the SUFS initiative.

## **Exceptional People Awards (EPA) 2020**

Nominations for the 2020 EPA were due in by 2 October 2020. Preparations are well underway for the Awards event which will take place at the Kirribilli Club and live streamed on 11 December 2020.

## **RESEARCH**

### **Support for Research**

Ms Selin Armachu, Research Business Manager, has commenced work at NSLHD and a Biostatistician service has been re-established through the Research Ethics and Governance Office.

### **Sydney Health Partners (SHP)**

The possibility of introducing a Research Passport is being explored as part of Sydney Health Partners' Platform 3 program of work. Led by the District the platform focuses on facilitating research and removing barriers.

Early indications suggest that the development of a research passport would be beneficial for researchers that conduct multi-site studies. Support for the Research Passport is currently being sought from the SHP Governing Council.

### **Office for Health and Medical Research COVID-19 Grant Round 2**

The District submitted four high quality expressions of interest for the second round of the Office for Health and Medical Research (OHMR) COVID-19 grants. Unfortunately these applications were not successful. Feedback from the OHMR was that this was a highly competitive round of applications, and only a small number of projects were invited to progress to the full application.

### **Research Year in Review**

NSLHD is currently finalising a Research Year in Review, to celebrate the research successes across the District since the launch of the NSLHD Research Strategy.

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

Kolling Institute researchers will help drive an exciting international project to identify the genetic links to Parkinson's disease and new ways to treat the debilitating disorder. The program will bring together leading researchers from Sweden, the United States and Australia after a \$12.5 million grant from the Aligning Science Across Parkinson's initiative, which will be administered by the Michael J. Fox Foundation for Parkinson's Research. The Kolling Institute is thrilled to be involved. The degenerative movement disorder impacts more than six million people worldwide.

The Kolling Institute team continue to work towards finalisation of the joint venture Kolling Institute Strategic Plan and associated communications plan. The Kolling Institute is in the process of receiving the transfer of significant laboratory equipment from the University of Sydney Camperdown campus, including a bariatric chamber and a fluorescence microscope.

## **NORTH FOUNDATION**

### **Areas of Investment**

The Community and Grants office role is changing to adapt to current COVID-19 needs while also exploring new and more prominent funding opportunities. As a result of the COVID-19 situation, Community Fundraising will move primarily online and through virtual events.

The NORTH Foundation is tailoring communications for their healthcare staff and providing them with training on how to effectively work with the Foundation to underpin the fundraising efforts. The Foundations' website will continue to be updated over the coming months with consideration of options for videos, photography and podcasts.

### **Future Health Strategy**

The Foundation is also currently working with NSLHD Executive to support future health strategy and fundraising priorities in digital health, mental health, ageing population and patient experience.



Deb Willcox  
**Chief Executive**

**Date:** 14 October 2020

## STAKEHOLDER MAP





## GENERAL MANAGER REPORT

### Key Updates:

Recruitment for Stage 2 continues to progress and is managed around anticipated decant times.

### Emerging Trends/Issues for noting

Emergency Treatment Performance (ETP) continues to be sustained at or above the 81% target.

### Clinical Developments (including Patient Experience, Safety & Quality):

The Hospital's Patient Experience Officers in the ED continue to take part in the MoH Go-Share initiative to provide patients with information on their visit to ED and to seek feedback on their experience. Over 500 SMS links were sent in the last week of September alone. The hospital is continuing its focus on serious falls with harm improvement.

### Workforce (including key appointments, cultural initiatives, staff recognition):

The Hospital's Leadership forums have been reinstated with Greg Bellingham hosting a talk on 'The hidden faces of change'. Speaking Up for Safety Program implementation is due to commence at the hospital this month.

### Capital Works

The new Paediatrics Department was opened successfully on 15 September. Outpatients target move date is 28 October, ICU on 17 November and Pharmacy Department shortly after. All moves remain on track to be completed on time.

## GENERAL MANAGER REPORT

### Key Updates:

The MVH COVID-19 testing clinic has relocated from the Community Health Centre to the area that was formally the ED short stay unit in the acute hospital. This has provided improved patient flow and has allowed the Community Health Centre to resume normal business including the re-opening of oral health services and the return of the Child and Family Health service who had relocated to other Community Health Centres.

### Emerging Trends/Issues for noting

Following initial swift interventions MVH continues their focus on falls, conducting focus groups with staff to identify key local factors that influence falls and provide education and awareness. These have been well received by staff and will lead to improved engagement across the multidisciplinary team and targeted improvement in falls prevention.

### Clinical Developments (including Patient Experience, Safety & Quality):

MVH have launched a Goal Support Project, where each rehabilitation patient is allocated a staff member who will work with them to develop and meet personal goals. These goals are patient focused, such as being able to play with your grandchildren, or attend seniors' activities. The dedicated person will liaise with all of the therapies to help the patient achieve their goals, present these goals at case conference and regularly check in with the patient.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Union consultation regarding the staffing profile for the new GEM/Palliative Care Unit has been completed and roles will be advertised in October. The unit will be staffed by approximately 50 FTE across the disciplines of medicine, nursing, Allied Health, administration and support staff. A NUM succession planning program has been launched to identify staff members with potential and give them education and experience to develop into these key roles.

### Capital Works

Demolition of the west wing of building 1a will re-commence on 7 October and be completed before Christmas 2020. The artwork for the GEM/Palliative Care building has been selected by a committee of staff and community representatives, and will be installed shortly.

## GENERAL MANAGER REPORT

### Key Updates:

The Aged Care Rapid Response Team are working with NSLHD Operations on the development of the RACF COVID-19 Strike Force response. The team has expanded with the recruitment of nursing, medical and allied health staff with a view to providing enhanced support to RACFs to prepare for any COVID-19 outbreaks that may arise.

### Emerging Trends/Issues for noting

RNSH continues to focus on treatment of planned surgery patients within clinical timeframes with particular attention on Neurosurgery, Ortho-Spine, and ENT waitlist patients.

### Clinical Developments (including Patient Experience, Safety & Quality):

This month RNSH held the Inaugural 'Schwartz Round' themed 'Remembering a Moment of Compassion'. A panel of staff spoke about their experiences clinically when supporting patients and family through difficult times and the impact on themselves as individuals. These rounds are one of the initiatives funded through the innovation program.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Colin Smith, formerly of HealthShare NSW, commenced as the Acting Director of Corporate Services through to February 2022.

### Capital Works

Nil significant for this month.

## GENERAL MANAGER REPORT

### Key Updates:

Commenced Level 4 ICU from 28 September ACSQHC implementation review and site visit expected in late November.  
ANZHFR 2020 Annual Report identified Ryde as demonstrating exemplar performance shortest median time to surgery nationally (18 hours) and among top 10 performing hospitals for surgery within 48 hours and pain assessment and management in ED.  
This month Ryde has identified just over \$700K in expense reduction activities and workforce efficiency roadmaps.

### Emerging Trends/Issues for noting

Community consultation on the Ryde Hospital and Health Services Redevelopment planned to commence.  
A program is underway by Dietetics as the benchmark for recording height and weight of patients during admission is not being met. The Food and Nutrition Committee is developing a patient meals sticker initiative.

### Clinical Developments (including Patient Experience, Safety & Quality):

The Inaugural Medical Department Heads Meeting held in September with good engagement and agreement to meet every 6-8 weeks.  
Nursing Grand Rounds commenced in September and will continue monthly.  
New Welcome Packs for patients were launched on 21 September 2020, containing brochures to orientate patients to the hospital, inform them of strategies to stay safe while in hospital and to partner with the clinical staff for the best possible health outcomes.  
AIMS training completed by HOD CaRES and as a result the delivery of the frailty project improved.

### Workforce (including key appointments, cultural initiatives, staff recognition):

The hospital has 285 staff trained in Speaking Up For Safety since June 2020 and 88% compliance with Staff Fire Safety Training.  
Nursing and Midwifery Website for Ryde officially launched and the quarterly Nursing Matters Newsletter was launched  
New Paediatrics Department Head (Dr Meena Rattan) and Gynaecology Department Head (Dr Kent Lin) appointed.

### Capital Works

The Denistone House Sandstone Project continues with the completion expected in November 2020. ICU medical Gas Panel installation in Coronary Care Unit (CCU) successfully completed on 25 September. Refurbishment of support staff amenities has commenced. New Air Conditioning Unit in the Emergency Department to be installed before the end of October.

# Mental Health Drug and Alcohol



## SERVICE DIRECTOR REPORT

### Key Updates:

The PACER (Police, Ambulance, Clinical, Early Response) Program, and the Mental Health Consumer Homelessness Intensive Rehabilitation Program (MHCHIRP) have both commenced operations and MHCHIRP are now accepting referrals.

### Emerging Trends/Issues for noting

The ability to store and view photos will now be made available in the eMR with a phased roll out timetable to be developed. Presentations of young people requiring mental health services continues on an upwards trajectory across all MHDA sectors – a global trend with attribution to the pandemic. MHDA is maintaining close contact with a range of schools and partner services within this space.

### Clinical Developments (including Patient Experience, Safety & Quality):

MHDA has long recognised the invaluable contribution made by people with lived experience to our services and responsiveness of these to the needs of our consumer cohorts. The funding provided within the COVID-19 enhancements has facilitated a planned growth and development in this workforce to enable further support of informed service development with a particular focus on the consumer experience and quality service delivery.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Observations were made of R U OK day with participation in a range of mindfulness activities held which were designed to support our mental health, and wellbeing and connection within our team.

### Capital Works

Scoping works are progressing for the roll out of Wi-Fi on the Macquarie campus; and the transition from an IR duress platform to an RTLS platform. Works are also progressing for replacement of courtyard doors within the Brolga unit in terms of locking and robustness of closure.

## SERVICE DIRECTOR REPORT

### Key Updates:

The NSLHD Child, Youth and Family Speech Pathology Team Telehealth service model has been nominated as an exemplar service model and is to be written up with assistance of an Agency for Clinical Innovation (ACI) Project.

### Emerging Trends/Issues for noting

Child and Family Health Nurses have commenced providing more home visits as families agree to the nurse entering their homes again. The first face to face outreach visits by Intellectual Disability to Northern NSW and Mid North Coast have been postponed due to COVID-19 restrictions. An alternate Telehealth program is currently underway.

### Clinical Developments (including Patient Experience, Safety & Quality):

*General Practice - Partnership4KidsDevelopment - Client Journey Project* - The Child and Family Health Service is partnering with NSPHN to build GP practice nurse capacity to undertake primary level child development screening and to partner in developing supported referral pathways to Child and Family Health Nursing where parenting concerns or developmental vulnerabilities or concerns are identified. Client feedback about the location of the BreastScreen Mobile Unit at the Cox Road site is very positive. NS Intellectual Disability Service partnered with the Primary Health Network and held the first webinar to District GPs and other Health Professionals this month.

### Workforce (including key appointments, cultural initiatives, staff recognition):

Several Child Youth and Family Health staff and a staff member from the Transitional Aged Care Program were recognised at this year's Child Protection Awards. The tender for BreastScreen Radiology Services has closed and is in the evaluation phase. NSHNS, APAC and C&FH are recommencing nursing student clinical placement from 9 November 2020.

### Capital Works

The Dalwood minor capital works is due to be completed this month. Balgowlah Child and Family Health Centre to relocate to the new Seaforth Centre at the Dalwood site in mid-November 2020.

