

CE Report



Health
Northern Sydney
Local Health District

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

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NSLHD PERFORMANCE

NSLHD remains at Performance Level 0

Safety and Quality Indicators (October 2020)

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ¹		< 2.0	0.9	1.1		< 2.0	0.5	1.5
ICU CLAB Infection Rate ¹		= 0.0	0.0	0.0		= 0.0	0.0	0.0
Incorrect Procedures: OT		= 0	0	0		= 0	0	0
MH: Readmissions within 28 Days ²		≤ 13%	8.1%	4.9%		≤13%	7.5%	5.5%
MH: APDC Follow Up Within 7 days ²		≥ 70%	85%	15.1%		≥70%	83%	13.1%
Unplanned Hospital Readmissions [#]		6.7%	6.5%	0.2%		8.5%	6.5%	2.0%

¹Data 1 month delay

²Data 2 month delay

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

SAFETY AND QUALITY

2020 NSW Health Awards

Two projects from Northern Sydney Local Health District (NSLHD) won NSW Health Awards in their respective categories this year. The Mental Health Intensive Care Unit at Hornsby Kuring-gai Hospital (HKH) claimed the Excellence in the Provision of Mental Health Services category with their project, *Reducing Time in Seclusion in the Mental Health Intensive Care Unit* and the Intensive Care Unit at Royal North Shore Hospital (RNSH) won the Patient Safety First award with the project, *Reducing Inappropriate Arterial Blood Gas Testing in a 58-Bed Quaternary ICU*.

The Mona Vale Hospital *Patient Led Handover Project* was also nominated for an Award in the Transforming Patient Experience category although did not win this year. The teams involved in all three projects are to be commended with the projects delivering phenomenal benefits to our patients and testament to the excellent work and culture within our District.

Accreditation

The Australian Commission on Safety and Quality has extended all Health Services' accreditation expiry dates by 12 months due to the impact of COVID-19. NSLHD has received confirmation of the revised accreditation dates for almost all hospital and services. Preparation for accreditation continues.

Prompt Quality Improvement Initiative

The Prompt System is a specialised health care portal for document management, governance and information sharing. The Prompt System will act as a central repository and document management system for the District's policies, procedures and guidelines (PPGs), standing orders and Models of Care. The overall aim of the Prompt initiative is to; Improve staff access to reliable, current, best practice guiding documents to support safe practice and to; Reduce waste and improve efficiencies associated with the current document control and reporting processes.

NSLHD has established a Working Group led by the Director Clinical Governance to support the implementation of this initiative with an anticipated 'go live' date of 15 December 2020.

Mask Fit Checking

Mask Fit Checking, of P2/N95 type masks (respirator), as part of the Respiratory Protection Program (RPP) commenced on 19 October. A contractor came onsite to facilitate the three day program for staff working in high risk exposure areas. An expression of interest is to be distributed to employ a small number of staff who will be specifically trained in Mask Fit Checking, to conduct the Fit Testing Program across NSLHD over the coming months.

Safety and Quality Account

The 2020 Safety and Quality Account has been endorsed by the NSLHD Board to be submitted to NSW Health. The Account is a statement of our collective intent to continue to improve the safety and quality of the services we provide, with an acknowledgement that to do this we must engage with our consumers, support and empower our staff and continually gather, monitor and evaluate safety and quality performance. The Account will be uploaded onto both our internet and intranet.

Medication Safety – Medication Reconciliation

The introduction of electronic prescribing has seen significant changes in medication safety and how medication reconciliation is performed. eMeds provides a unique opportunity as it allows electronic auditing of all medication orders across the district. These reports provide insight into the rate of completion of medication reconciliation.

A working group from Hornsby Ku-ring-gai hospital (HKH) are driving a pilot improvement project. The aim of this project is to introduce medication reconciliation as a requirement for all patients when they are admitted or discharged from a NSLHD facility.

PATIENT FLOW AND SERVICE ACCESS¹

Northern Sydney Local Health District (NSLHD)

Across NSLHD, there were 11,904 presentations to Emergency Departments (EDs) in September 2020, a decrease of 9.3% (1125) compared to presentations in September 2019.

NSLHD continues to perform strongly for Transfer of Care, achieving 94% for September 2020. ETP for the month was 69%. Within this, Ryde Hospital achieved 83%, HKH achieved 81% and Royal North Shore Hospital (RNSH) achieved 58%.

NSLHD has 49 patients overdue for elective surgery at the end of September 2020, a continued reflection of the impact of the COVID-19 pandemic. Temporary measures have been introduced across the District to ensure patients continue to receive timely access to elective surgery including:

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

ED Presentations

ED presentations to NSLHD for September 2020 decreased by 1125 patients overall when compared to September 2019.

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

Emergency Treatment Performance (ETP)

ETP for NSLHD was 69% in September 2020 against the target of 81%. This demonstrates an increase of 1% when compared to September 2019.

ETP at RNSH was 58% for September 2020, a decrease of 1% from September 2019. Presentation numbers decreased by 10.1% (746 patients) when compared to September 2019.

ETP at Ryde Hospital was 83% for September 2020, an increase of 1% from September 2019. Presentation numbers decreased by 9.3% (216 patients) when compared to September 2019.

ETP at HKH was 81% for September 2020, an increase of 5% from September 2019. Presentation numbers decreased by 8.5% (296 patients) when compared to September 2019.

Transfer of Care (ToC)

NSLHD continues to perform strongly against this indicator, achieving 94% for September 2020 against the target of 90%.

ToC at Ryde Hospital in September 2020 was 98%, this is alongside a 15.5% decrease in ambulance arrivals (88 ambulances) when compared to September 2019.

ToC at RNSH in September 2020 was 87%, this is alongside a 0.5% decrease in ambulance arrivals (9 ambulances) when compared to September 2019.

ToC at HKH in September 2020 was 95%, this is alongside a 9.9% decrease in ambulance arrivals (71 ambulances) when compared to September 2019.

ED Triage

NSLHD met the target for Triage Category 1 in September 2020. Within this, all facilities achieved 100%.

NSLHD achieved 80% for Triage Category 2 against the target of 95%. Within this, HKH recorded 90%, RNSH recorded 77% and Ryde recorded 83%.

NSLHD achieved 80% for Triage Category 3 against the target of 85%. Within this, HKH recorded 87%, RNSH recorded 72% and Ryde recorded 91%.

NSLHD achieved 88% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

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

Elective Surgery Access Performance (ESAP)

At the end of September 2020, there were 49 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to cease all non-urgent elective surgeries. District waitlist sessions continue across all sites to prioritise overdue patients for surgery where clinically appropriate.

ESAP for Category 1 patients was 100%. Category 2 performance was 95%, and Category 3 performance was 89% against the target of 97%. An LHD wide project focused on the management of surgical waitlists is currently being undertaken in an effort to improve surgical performance.

Average Length of Stay (ALOS)

The ALOS at HKH for September 2020 was 3.84 days, and has been consistently below the target of 3.98 days for 12 months.

The ALOS at Ryde for September 2020 was 4.40 days, above the target of 3.79 days. The ALOS at RNSH for September 2020 was 4.94 days. This is slightly above 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.

In October 2020, NBH recorded 8,955 presentations with 3,219 of these presentations linked to the COVID-19 Clinic. COVID-19 Clinic presentations have declined by about 30% from September 2020, in line with reduced COVID-19 clinic activity across NSLHD.

NSLHD analysis shows that when COVID-19 Clinic presentations are removed, demand for ED services in October 2020 is slightly higher October 2019 volumes.

Transfer of Care (ToC)

NBH continues to perform strongly against TOC targets, achieving 98.7% for October 2020.

Emergency Treatment Performance (ETP)

Data errors related to ETP reporting through the NBH Dashboard have been identified. These errors have resulted in inaccurate data being reported when data is extracted prior to review and correction of data errors. NBH-Relationships team is working through the identified issue with NSLHD Performance Unit and NBH, to ensure accurate data is presented within this monthly reporting.

SERVICE IMPROVEMENT AND INNOVATION

The NSLHD Outpatients Framework has been drafted and is currently undergoing consultations with Clinical Networks and facilities. It will provide the core principles to guide the review of outpatient services, which was identified as a key initiative of the Clinical Services Plan 2019-22.

Telehealth has transitioned over 100 services across to the final MyVirtualCare Platform with no interruptions to patient care during this period.

Seventeen applications for the Innovation Program were received from staff across the District, and the Innovation Committee have assessed and chosen the Top 5 to present at The Pitch.

INTEGRATED CARE

A joint Primary Health Network (PHN) and NSLHD Board meeting was held and well attended by both. An overview of current and past joint work was presented, with a discussion about ways of working for the future.

The Collaborative Commissioning program is progressing with the recruitment of new team members and undertaking consultations with GPs and LHD experts. The MoH have agreed to fund the development of a dynamic simulation model, which will model the cost-benefit and patient impacts of deploying different interventions across the patient pathway. The EOI for the Concierge pilot has closed, and discussions with preferred providers have taken place to co-design the final model.

For the development of a Joint Regional Mental Health plan, a final workshop was held with NGOs, LHD, and PHN representatives to validate and finalise the plan priorities.

Other ongoing work is continuing on:

- Support to Residential Aged Care Facilities (RACF).
- Developing HealthPathways for Gastro, Stroke, Respiratory and Surgery.
- 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 October 2020 was \$9.5m (7%) unfavourable, resulting in \$20.1m (4%) unfavourable position YTD. This unfavourable position incorporates incremental costs associated with the District's COVID-19 response. Hence, after adjusting for the impact of the COVID-19 response, the NCOS for October 2020 YTD is \$8.7m (1.8 %) unfavourable.

NSLHD Finance together with the Performance Support Team continue to work collaboratively with Hospitals and Services to ensure financial sustainability.

Total Expenses

Total Expense after adjusting for the COVID-19 impact was \$1.1m (-0.8%) unfavourable for the month and \$7.7m (-1.3%) unfavourable YTD. This deficit is primarily driven by employee related expense and goods & services at RNSH. The LHD will work closely with RNSH to reduce this deficit via Roadmap savings strategies.

Overall YTD COVID-19 expense for the District is \$43.3m 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 and PMO, is subject to the success of Roadmap Savings initiatives.

Revenue

Total NSLHD Own Sources Revenue for October 2020 was \$0.0m, resulting in \$1.1m (-1.1%) unfavourable YTD. The YTD unfavourability 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 October 2020 operating bank account cash balance held at Westpac was \$14.3m. 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 4th November 2020.

SERVICE UPDATES

Aboriginal Health Service

NSLHD Aboriginal Health and the Bungee Bidgee clinic will be teaming up with Dr Penny Uther and Macquarie University to help support the needs of the local Aboriginal and Torres Strait Islander community.

The Bungee Bidgee Paediatric clinic will commence this month. The Aboriginal Health Service Clinical Nurse Consultant (CNC) would like to formally thank all involved as well as the HKH Director Medical Services Dr Sam Ah Kit for the executive support on this project.

Allied Health

Northern Sydney Local Health District celebrated its inaugural Allied Health Recognition Awards in conjunction with Allied Health Professionals Day on 14 October 2020. Pleasingly, the #HumansofAlliedHealth social media campaign received 266,745 views on Facebook.

An overwhelming number of nominations were received showcasing outstanding patient-centred care, team work, innovation and modelling of the CORE values with 2020 winners including:

- Allied Health Assistant / Technician of the Year, Hamish Bradshaw (Inpatient Rehabilitation Team, MVH)
- Early Career Allied Health Professional of the Year, Judith Wong (Physiotherapist, RNSH)
- Senior Allied Health Professional of the Year, Kate Ziser (Pharmacist, RNSH)
- Allied Health Leader of the Year, Shirley Till (Brolga Unit, HKHS)
- Allied Health Researcher of the Year, Dr Sally Wootton (CDCRS Team, PACH)
- Allied Health Team of the Year, NSRHS Allied Health Burns Team
Physiotherapy: Julie Bricknell, Rachel Edmondson, Alannah Cowie, Todd Nelson, Rachael Fischer and Hayley McClellan.
Occupational Therapy: Akane Katsu, Tanya Iddamalgoda, Hayley Rawe and Brooke Hammond (OT Assistant), Michelle Burge (OT Assistant RNSH) and Kylie Davis.
Speech Pathology: Bianca Circosta, Rebekah Mann and Karri Kneebone.
Nutrition and Dietetics: Emily Greenfield and Rebecca Harrington.
Social Work: Julia Kwiet and Lisa Ingles.
Orthotics: Tom Short.

Mental Health, Drug & Alcohol (MHDA)

MHDA continues to experience significant demand on our Child and Youth Mental Health Services (community) in particular with presentations related to suicide ideation to the Emergency Departments. A youth rapid response team is in development and will be funded by the NSLHD 'Towards Zero Suicides in Care' allocation of funds.

New temporary projects under COVID-19 funding continue to be implemented with a number of appointments to project positions have been made with other positions currently under recruitment at various stages of the process.

The Police Ambulance and Clinical Early Response (PACER) program is fully operational in NSLHD. The program is a collaboration across specialist mental health clinicians and first responders.

Primary & Community Health (PACH)

Northern Sydney Home Nursing Service (NSHNS) is undergoing a two stage NDIS Validation and Certification this month. The first stage was completed with review of relevant policies and procedure by NDIS reviewers. Initial feedback from NSLHD Disability Strategy Manager was very positive.

The second stage was scheduled for the beginning of this month to entail remote interviews with NDIS participants, NSHNS staff providing care to NDIS participants, and verification of clinical and business documentation.

Counter Disaster

The team commenced participation in the inaugural Beach Safe Working Group which supports the Northern Beaches Council Incident Management Team (IMT). The purpose of this IMT is to provide effective management of the Northern Beaches public spaces with respect to COVID-19 and to predict and respond to issues as they arise in order to keep the beaches, reserves, parks, walking trails and other public spaces open and safe for the enjoyment and wellbeing of the community while adhering to NSW Public Health Orders and recommendations.

COMMUNICATIONS

Internal media

- CE broadcast on NSW Health Finalists 2020.
- Published two newsletters – NSLHD News 8 October (2000 views) and NSLHD News 23 October (1900 views).
- Diversity, Inclusion and Belonging strategy launched.
- Finalised Planetary Health Framework collateral.
- Supported Focus on New Fathers pilot program.
- Prepared communications and promotional material for the patient experience (CAPE) initiative at Ryde.
- CE message on Diversity, Inclusion and Belonging Strategy.
- Assisted with the promotion and organisation of the NSW Health Finalists watch parties for staff.
- Assisted HKH's medical imaging services with promotional material for GPs.
- Media filming for 35 Years of Nurse Practitioners in NSW.
- Media filming for NSW Health Awards.
- Organising communications and activities for Mental Health Month, Carers Week and the Exceptional People Awards.
- Stock photography at facilities for website and publications.
- Developing material for staff on COVID-19.
- Change communication and planning for upcoming department moves at HKH redevelopment.
- Assistance with the NSLHD Research Year in Review.
- Development of the NSLHD 2020 Year in Review.
- Development of content for the Kolling Institute's Research Strategy and the communications plan to promote the strategy.
- Internal communications promoting new professional development webinar series.

Social media

- For the month of October, our Facebook pages across NLSHD reached almost 280,000 unique Facebook users, which total close to 34,000 likes.
- For Twitter, we received 18 new followers and almost 8000 tweet impressions, while LinkedIn we attracted 164 new followers. On Instagram we hit the 100 follower milestone two months after starting the page.

- 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 of solar panel installation at HKH.
- Media coverage, including a health feature in the Peninsula and North Shore Living magazines on Carol Pollock and Rory Clifton-Bligh's COVID-19 research.
- 100 years of the Kolling feature in the Medical Journal of Australia.
- Media release on a new study into the deadly effects of bacteria on pregnancy - distributed through NSLHD, Kolling and university channels.
- Development of media release following \$3 million in philanthropic funding for the Pain Management Research Institute for three projects to reduce chronic pain.
- Media statements provided to multiple media outlets regarding elderly patient at HKH.
- Media release issued on women and alcohol consumption survey.
- Media release issued on Mona Vale Hospital photographic competition.
- Media release issued on four year old eyesight.
- Media statement issued on COVID-19 cases detected on Northern Beaches.

Upcoming events

- Mental Health Month activities and promotion.
- NSW Health Awards.
- Exceptional People Awards planning.
- NAIDOC Week planning.
- Annual Public Meeting development.

Projects

- Website development – uploading of content in preparation for launch.
- First 2000 days conception to five communications strategy development.
- News updates and new content for the Kolling website including information on the Kolling Tumour Bank, as well as planning for the redesign of the website.
- RNSH ICU premature baby book.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

COVID-19 ICT solutions

ICT is working with Clinical Governance to support their technology requirements in the upcoming Mask Fit Testing project..

In collaboration with eHealth and ServiceNSW, ICT is looking at trialling the Service NSW COVID-19 Safe Check-in QR Code scanning process.

Electronic Medical Record (eMR) Delivery Program

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

- Planning for the next tranche of electronic medications management (eMeds) enhancements. This includes Opioid management, Sepsis Pathway, Infusion Management and the Patient Friendly Medication List. It is expected to be implemented by June 2022.
- The patient privacy auditing solution (P2 Sentinel) will provide a record of access to patient information within the organisation.

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

The Project Specification and Schedule was endorsed at the October Project Steering committee meeting.

The project work streams have commenced development of future state workflows in conjunction with vendors and key stakeholders. The approach to migrate clinical data from the existing GE system to the new PACS/RIS is still to be confirmed and may require significant time to resolve.

Existing GE systems are near end of life and operating at close to capacity. Ongoing work to sustain the system is underway.

Web Enhancement Project

Content migration activities are nearing completion and final stakeholder reviews are underway in the Web Enhancement project. Consumer testing including patients, visitors, carers, Board members and executive staff has been completed. Following a review in the last week of October, all feedback has been collated for incorporation. Once complete there will be final reviews before 'go live', scheduled for late this month.

Cyber Security

Cyber Security Roadmap activities continue with a focus on developing cyber awareness amongst all staff. A media communications company has been engaged to develop materials targeted to clinical staff and ICT has continued regular communications regarding cyber vigilance and available training.

Throughout October, eHealth NSW identified multiple malicious email phishing campaigns specifically targeting NSW Health employees. ICT has worked with vendors and eHealth NSW to implement specific control measures designed to prevent, detect and respond to the threat. No NSLHD staff have opened a dangerous website or attachment as a result of these phishing campaigns.

MEDICAL SERVICES

Junior Medical Officers (JMOs)

The JMO Wellbeing Board Committee held a webinar on 13 October 2020 presented by Dr Jean-Frederic Levesque, Chief Executive, Agency for Clinical Innovation and Dr Kate Clezy, Infectious Diseases Specialist, Clinical Excellence Commission.

Dr Levesque gave a presentation on the operations of the Critical Intelligence Unit and how evidence is guiding decision making during the pandemic and Dr Clezy presented insights into infection prevention and control in the context of the COVID-19 pandemic and particularly the evidence concerning masks and other PPE. The webinar was recorded and published on the NSW Health website. It was also featured in the weekly state-wide COVID-19 update.

User Acceptance Testing (UAT) for Recruitment OnBoarding (ROB) JMO has commenced. NSLHD has three participants in total from RNSH, Mona Vale and HKH.

The UAT is being run over five weeks with sessions twice a week. The NSLHD ROB JMO Change Action Sessions are being held weekly over eight weeks. The Change Action Sessions are designed to discuss decision points for hospitals and services and to facilitate the transition process.

NURSING AND MIDWIFERY

COVID-19 Response

Staffing of the COVID-19 Response teams are in place, which is enabling business processes to be established to ensure optimum service provision to all facilities and clinics.

The Nursing Midwifery Directorate (NMD) co-opted COVID-19 team are currently preparing patient/demographic profile reports for all clinics and are reviewing data to identify quality improvement opportunities. The team are also working with the NSLHD Performance Unit to analyse and cleanse data to identify where improvements in data entry can be made and further develop these processes.

Safety Culture and Practice Development

The 'Meals Matter' initiative has been launched at Bridgeview and Parkview Units and Macquarie Hospital, feedback has been very positive from staff and consumers.

A 'Patient Stories' pilot workshop took place at RNSH on 28 October, with nursing, allied health and clinical support officers participating.

The 'Patient Stories' project continues to be strengthened across the District, with each facility taking carriage of the initiative and encouraging multi-disciplinary involvement.

The NMD team are currently investigating the development of a Delirium App for NSLHD. Based on tools available in other districts, the App will enhance the participation of families and carers in the care provided to patients within NSLHD.

The Team is currently collecting information at Ryde Hospital to develop an Education Plan for delirium. It is envisaged that the Plan will work in partnership with the Delirium App.

Data from the Intentional Rounding project at HKH is currently being analysed. The NMD will meet with some of the management team at HKH to review and discuss next steps, following that further observations and data collection will take place.

Workforce Capacity and Development

16 Student Enrolled Nurses from the March 2020 cohort completed their first clinical placement block on 30 October. The October 2019 cohort commenced their third clinical placement block on 2 November. Compliance checks will take place this month for the August 2020 Student Enrolled Nurse cohort and 35 Technical and Vocational Education and Training students (TVETs) from St Leonards and Brookvale TAFE.

The NSLHD Nursing and Midwifery Casual Pool currently has around 1,100 staff members, with further recruitment of general and specialty staff taking place over the coming weeks. The casual staff handbooks are currently undergoing revision and updating to ensure they meet the needs and requirements of NSLHD facilities and services, and Assistant in Nursing (AIN) skills and competencies are currently being reviewed in conjunction with CETD.

Maternity Services

The NSLHD Maternal, Neonatal and Women's Health Network has been successful in their bid to obtain funding from the MoH to undergo a project - *Promotion, Protection and Support of Breastfeeding*. The project aims to increase the number of neonates exclusively breastfeeding at their first NSLHD Child and Family Health Service universal home visit, and interventions will be aimed at women with gestational diabetes.

The NSLHD Maternal Transfer Redesign Project hosted a free evening webinar via Skype on 12 November 2020, *Tricky conversations: Management and counselling at periviable gestations*. Professor Martin Kluckow and Dr Sean Seeho outlined current information related to counselling and management for women likely to birth at extreme preterm gestations.

Patient Access and Logistic Unit (PALS)

The PALS unit re-located from HKH to RNS on 15 October 2020. This move has allowed the PALS team to be co-located with the rest of the NSLHD NMD.

NSLHD Policy and Procedure Governance Committee have approved PO2009_019 NSLHD Inter-Hospital Transfer (IHT) Governance for Adult patients requiring non-emergency specialist care in principle. This policy update will re-align NSLHD policy with current NSW MoH policy and reflect current principles, terminology and best practice relative to the IHTs.

PALS NM is working towards the establishment of the Northern Sydney Non-Emergency Patient Transport Committee which will include representation from key stakeholders within Patient Transport Service (PTS) and NSLHD sites.

The Committee will ensure continued collaboration and engagement between both parties with monthly meetings to discuss and action:

- Current initiatives, operational issues and solutions.
- New developments in projects or processes.
- Short Term Escalation Plan (STEP) – including modifications to the plan, and actioning and dissemination of critical information for each escalation level.

PEOPLE AND CULTURE

Staff Recognition

Our Exceptional People awards judging has now taken place with finalists determined. Winners will be announced at the award ceremony on 11 December which will be a COVID-19 safe event with live streaming and watch parties for our staff across the District.

Chris Tait Lees, Manager Organisational Development and Talent, and Samantha Cairns, Educational Consultant, both presented at the NSW Health Workforce Forum in October on our People and Culture Directorate responses to COVID-19; COVID-19 Care and COVID-19 Staff Welfare, which was very warmly received by the over 500 strong virtual audience.

NSLHD Leadership Strategy

The NSLHD Leadership Charter has been launched, this outlines our expectations and ambitions for our leaders and ensures our staff and community experience the health leadership they deserve.

Our new Leadership Pipeline is being established. The pilot 2020 Leadership Development Program is nearing completion and preparations have commenced to launch four programs in 2021 to support emerging leaders who have been identified as part of the implementation of our succession management approach. Our Emerging Senior Leaders program is under development and will be piloted in 2021.

STEPtember

NSLHD has achieved another stellar year of stepping and fundraising. This year while we had COVID-19 to contend with and a smaller number of stepping teams, our wonderful staff across our district still managed to raise more funds for Cerebral Palsy Alliance (CPA) than last year. Once again leading the pack for NSW Health teams which have raised over \$250k this year. NSLHD raised over \$70,000. In a year which has created so much uncertainty for CPA, impacting critical research and support programs for their clients and their families, they have had an overwhelming response from Australians to this year's STEPtember campaign which has given them much needed boost for 2021.

RESEARCH

Clinical Trials Reference Group (CTRG)

A clinical trials reference group has been established by NSLHD, with the aim of growing and supporting clinical trials across the district. The group recently met and developed a work plan for moving forward. The group is also intending to develop KPIs for clinical trials across NSLHD, with the aim of benchmarking where the District is now with regards to clinical trials, and where it would like to be.

Translation Research Grant Scheme (TRGS)

NSLHD had a fantastic outcome at the latest TRGS round, with four (of a maximum of five) applications going through to the final stage of reviews. Applicants are expected to be advised of the outcomes in February 2021. NSLHD used a new and different process to the management of TRGS in 2019. While this appears to have worked well, a review will be undertaken with the researchers and others who engaged in the process. There are some significant challenges with the state-wide process for finalising approval of submissions and we will have an opportunity to provide feedback about this with a view to making improvements for 2021.

Sydney Health Partners (SHP)

Strong support for the development of a Research Passport, led by NSLHD, was articulated by the SHP Governing Council. The Research Passport working group met to map out the steps that have been taken to date, and the steps to carry the project forward.

These will be reviewed at the next SHP Platform Three meeting to engage the SHP partner organisations that opted out of participating in the project previously (SLHD and SCHN).

Support for Research

NSLHD is currently in the process of recruiting for a REDCap manager. REDCap is a research data capture management system that is widely used for research and some clinical activities such as registries. REDCap was established at NSLHD by the SERT Institute, however it is now widely used across the district. When recruited, this position will be part of the growing team of research support at NSLHD.

Nursing Research and Practice Development

The NSLHD Nursing and Midwifery Research Centre has announced their 2021 education schedule with all NSLHD able to enrol in a range of workshops and master classes including:

- *Clinical Researcher Development Program:*
 - Workshop 1: Translating Research into Practice
 - Workshop 2: Exploring The Research Question & Research Design
 - Workshop 3: Research Methods & Data Collection
 - Workshop 4: Exploring Data – Qualitative Data Analysis
 - Workshop 5: Writing Reports & Publishing Your Work
- *Practice Inquiry Online Drop-In* to commence for 2021 for all clinicians and Higher Degree Research students.
- Individual clinician research consultations for design and analysis of hospital data.
- *Research Master Classes:*
 - Data Mining & Analysis Using Excel
 - Endnote & Creating Professional Documents in Word
 - How to Perform a Systematic Review
 - NVivo
 - Translating Evidence into Practice: Critical Appraisal.

All sessions will be delivered remotely by Skype for Business.

Other key updates for Nursing Research and Practice Development include:

- 46 peer reviewed N&M publications for 2020.
- NSLHD Innovation grants reviewer.
- CENA research study reviewer.
- Practice Inquiry Online Drop-In to commence for 2021 for all clinicians and HDR students.
- Clinical Researcher Development Program scheduled for 2021
 - Workshop 1: Translating Research into Practice
 - Workshop 2: Exploring The Research Question & Research Design
 - Workshop 3: Research Methods & Data Collection
 - Workshop 4: Exploring Data – Qualitative Data Analysis
 - Workshop 5: Writing Reports & Publishing Your Work
- Individual clinician research consultations for design and analysis of hospital data.
- Newsletters continue for NSLHD N&M.
- Submitted 2 grants ACCCN (co-investigator on student's grant).
- Completed screening for updated Sleep Systematic Review.
- COVID-19 N&M studies underway.

Kolling Institute of Medical Research

An important step has been taken in the development of the new research strategy, with the Kolling Institute's Governance Committee agreeing to the principles of the strategy, ahead of final approval from the joint venture partners, the University of Sydney and the NSLHD.

The research strategy will set the direction of the institute over the next five years, positioning the Kolling as a centre of excellence in translational research. Three research priority areas have been identified during the formation of the strategy including musculoskeletal, neuroscience and pain, and cardiovascular and renal.

A key component of the new strategy is the provision of research enablers, which will provide collaborative opportunities, operational efficiencies and increased funding. The research enablers will focus on clinical trials and translation, data and informatics, research infrastructure and support services, and recruitment and retention.

To assist in the implementation of the strategy, the Kolling is also in the process of developing key committees with strong researcher representation

NORTH FOUNDATION

CRM and Data Acquisition

The NORTH Foundation is moving to a new corporate records management (CRM) system, Salesforce. A business case for Data Acquisition methods with the District is being developed.

Funding

The Foundation has established a Funding Advisory Committee. A branding and promotional opportunity for funding has been identified to build a culture of philanthropy and goodwill within NSLHD. The application process and funding guidelines are currently in development.

Corporate Partnerships and Community Fundraising Development Sub-Committee

The Foundation is assisting in the formation of delivery of two Corporate Engagement and Networking Initiatives in early 2021. The focus will be on Mental Health, and Wellbeing and Managing Stressful Situation and Building Resilience. They plan to identify and on board corporate ambassadors and partners as well as community fundraising ambassadors.

Foundation Communication Goals

The Foundation is currently implementing their communication goals of developing and promoting the unique NORTH Foundation brand internally and externally. They plan to deliver targeted communications and develop a digital engagement strategy.

WORKPLACE GIVING PROGRAM

As part of Northern Sydney's workplace giving partnership with homelessness and crisis support charity Dignity, staff and the public are being encouraged to donate non-perishable food items as well as new clothes, socks and underwear as part of the 2020 Christmas with Dignity campaign.

Dignity aims to empower people in crisis and at risk of experiencing homelessness by providing crisis accommodation to men, women and children. They provide essentials like toiletries packs, clothing and haircuts to those who might not otherwise be able to get them.

The campaign was officially launched district-wide on November 2 at Ryde Hospital and this is the second year NSLHD has partnered with Dignity for their Christmas campaign.

NORTHERN SYDNEY HEALTH EDUCATION AND RESEARCH PRECINCT

NSLHD is embarking on an exciting new process – the development of the Northern Sydney Health, Education and Research Precinct. We are well placed to maximise and leverage a range of campus and industry partners to enhance the delivery of clinical services, foster high impact research and the development of new technologies, and further enhance the integration of our health services with research and teaching facilities.

The Precinct Planning process is about defining our strengths, building relationships, and leveraging value from partnerships critical to our future. Our neighbours, industry partners, community and staff are critical as we move towards establishing NSLHD as an innovative Health, Education and Research Precinct.

The Plan will describe our aspirations and objectives for this Precinct now and into the future and will be based on extensive consultation with our staff, consumers, partners and community members. Importantly, the Plan will also complement the Greater Sydney Commission's plan for the area around Royal North Shore Hospital, identifying it as a health, education and research precinct as well as the *NSW Health State Plan – Towards 2021*.

Growing and investing in the Northern Sydney Health, Education and Research precinct is key to improving the health and wellbeing needs of the population and will deliver employment, increased innovation and a competitive edge on the global research stage. Development of the Plan is currently underway with the early consultation phase due for completion by late 2020. The draft Plan is now being prepared and will be available for broad consultation in early 2021.

EXECUTIVE APPOINTMENTS

Claire Harris has been appointed as the Director of Nursing and Midwifery, NSLHD, and will commence in the role on 9 November 2020.



Deb Willcox
Chief Executive

Date: 11 November 2020

STAKEHOLDER REPORT



GENERAL MANAGER REPORT

Key Updates:

The hospital continues to progress its work with NSLHD Operations on the RACF COVID-19 Strike Force. Recruitment for Stage 2 continues to progress according to anticipated commissioning dates. The revised Accreditation assessment date for HKH has been set at 15 November 2021.

Emerging Trends/Issues for noting

ETP performance continues to be sustained at 81% or above, surgical overdue patients have reduced from a peak of 51 in May to 8 at the end of September and all new triage category targets have been met aside from Category 2. There are a number of projects underway focussing on this KPI.

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

The hospital is engaging with the State Patient Experience Officer and the CEC with regard to implementation of the 'Schwartz Round' program.

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

Tim Heath commenced as the Corporate Services Manager in late August. His prior role was as Director Property & Fleet with NSW Department of Planning and Environment.

Capital Works

Outpatients remains on target for its move on 28 October, Pharmacy on 4 November and ICU on 17 November. Vacated buildings will be handed over for demolition.

GENERAL MANAGER REPORT

Key Updates:

MVH was nominated for a NSW Health award in the Transforming Patient Experience category for their *Patient Led Handover* project. Staff in the rehabilitation units recognised that patient handover had become focused on computers and completing paperwork, primarily viewed as a nursing activity. Patients are now invited to participate in the handover process and are provided with prompt sheets to help them lead the handover of their care. This project created a culture shift where patients drove the handover process and in turn transformed the patient experience from nursing focused to patient focused, with 100% of patients surveyed now feeling heard.

Emerging Trends/Issues for noting

Each day, the Urgent Care Centre (UCC) transfers an average of 4 patients to NBH by ambulance that are not able to be treated within the scope of the UCC (approximately 8% of presentations to the UCC). 40% of these transfers are for chest pain. A communication strategy for the public regarding what to do when experiencing chest pain is being planned for coming months.

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

Following the introduction of several initiatives, MVH saw a big reduction in the number of falls in September. This continues to be a priority with successful initiatives being rolled out to other areas.

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

In October MVH held a celebration to recognise the long service of our staff. Notably, Ricky Soars, Wards Person and Handyman, celebrated 40 years working for NSLHD, and Wendy Lester, Human Resource Business Partner, celebrated 45 years. 37 staff were recognized in all. MVH celebrated Allied Health Professionals day with a (COVID-19 safe) picnic on the lawn. Two staff from MVH won awards; Hamish Bradshaw won Allied Health Assistant/Technician of the Year and Dr Sally Wootton from the physiotherapy team won Allied Health Researcher of the year.

Capital Works

Demolition of the west wing of building 1a is in progress and will be completed before Christmas 2020. Design plans for the campus post redevelopment are being costed for consideration. Areas under consideration include safer access to the staff parking areas, outdoor breakout and training areas and a therapy garden.

GENERAL MANAGER REPORT

Key Updates:

The Intensive Care Unit at RNSH won the Patient Safety First NSW Health Award for their project *Reducing Inappropriate Arterial Blood Gas Testing in a 58-bed Quarternary ICU*.

The RNSH Accreditation assessment has been confirmed for the week commencing 25 October 2021.

Project Management Office has been established at RNSH under the leadership of David Park to support RNSH Financial Recovery.

Emerging Trends/Issues for noting

Emergency Treatment Performance has seen a decline over the last couple of months. Currently engaging with Whole of Health Team in the MoH to undertake a review of the patient flow process. Surgical waitlist currently has 39 patients overdue who are high complexity and require surgery at RNSH.

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

Our new Patient Experience Officers commenced in the Emergency Department this week. They are enjoying their new roles having come from a background in the flight industry. Their contribution is already making a difference to the experience and safety of patients in our waiting room.

The inaugural Surgical Research Activity Report is a Surgical Education, Research and Training (SERT) institute lead initiative to collate the research conducted and published across the RNSH departments of surgery over a three year period 2018-2020.

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

Royal North Shore Time in Service ceremonies were held on 21 October 2020 and 23 October 2020. A number of staff were recognised for 10, 15, 20, 25, 30, 35, 40 and 45 years of service. Of particular note there were 12 staff who have worked at RNSH for 35, 40 and 45 years.

Claire Harris Director of Nursing and Midwifery (DONM) RNSH has been appointed to the NSLHD DONM commencing 9 November 2020. Currently advertising for RNSH DOMN. Fiona Carmichael will act as the interim DOMN RNSH.

Capital Works

No significant update for this month.

GENERAL MANAGER REPORT

Key Updates:

Community consultation on the Ryde Hospital and Health Services is underway with a community survey being promoted. The survey responses will be utilised to inform the Ryde Hospital Clinical Services Plan and the Redevelopment.

Ryde Accreditation assessment dates have been set for 12-15 October 2021. The acronym STAR, Start Talking Accreditation Ryde, is being used in collaboration with a range of promotional activities and resources to be rolled out this month.

Positions are being advertised for the Emergency Medicine 16 hour model. This model is to be implemented by the end of December 2020

Emerging Trends/Issues for noting

Theatre utilisation remains below benchmark of 85%. There is a plan to increase theatre sessions specific to Ryde to increase utilisation. Category B & C lists are planned to be completed prior to Christmas closure. The IMS+ Review Subcommittee is a new initiative to improve communication and management of Medication Safety related issues.

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

The draft Ryde Clinical Services Plan is on track for completion by 16 November. The Division Surgery and Anaesthetics has established a CNS2 Surgery and Ortho advance practice. The Whole Of Hospital Committee has commenced. The Fracture Clinic Redesign Project: Planning for implementation of the project solutions is to go live this month. The first issue of "Ryde Safety in Action" Newsletter on the Safe Use of Paracetamol disseminated to all staff. 365 staff are now trained in Speaking up for Safety program.

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

Christmas with Dignity campaign was launched at Ryde with the CE on 2 November.

Two intensivists have been appointed to help with ICU consultant roster. Two gastroenterologists have been appointed to assist with management of RNSH waitlist by utilising vacant Ryde lists. Four ENT surgeons have been appointed to assist with RNSH waitlist. There was a Security Team Culture and Values workshop held on 23 October which received good feedback from staff. Two meetings have been held of the Sustainable Future Committee. There will be an initial focus to increase recycling in Theatres and to explore organic processing of patient food waste.

Capital Works

COVID-19 safe air conditioning works in ED underway and due for completion this month. Denistone House renovation are nearing completion. Completion celebration event planned for 4 December.

Meetings with Health Infrastructure and building contractors have commenced and building works on the Greythwaite Rehabilitation Centre (GRC) cladding replacement is to start in early 2021.

Mental Health Drug and Alcohol

SERVICE DIRECTOR REPORT

Key Updates:

The team on the *Reducing Time in Seclusion in the Mental Health Intensive Care Unit* project won the NSW Health Award in the category of Excellence in the Provision of Mental Health Services.

MHDA submitted additional project proposals in the Virtual Mental Health stream for possible further funding provision. This submission has been progressed with a dual focus enhancing technology within Magistrate's rooms and improving access to technology for consumers within the inpatient environment.

The MHDA Accreditation assessment has been confirmed for 22-26 March 2021. Work within the accreditation space has been continuing across 2020.

Emerging Trends/Issues for noting

A Peer Workforce Community of Practice will be established with a proposal that invitations to participate will be extended to all peer workers and managers. It is anticipated that the CoP will act as a discussion forum and resource bank.

The function and purpose of the Psychological and Psychosocial Interventions Review Committee (PPIRC) has been reviewed and updated. This committee will focus on providing guidance and direction to all PP interventions across MHDA to ensure consistency and availability continues to be achieved for all consumers across our services.

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

Recognise, Engage, Ask, Call, Help (REACH), a Quality Improvement (QI) pilot project has been initiated at Ryde Community Mental Health. The expansion of this program into the community setting is an exciting initiative for MHDA.

MHDA has submitted a proposal for development of a clinical handover video to the Nursing and Midwifery Strategy Reserve Funding body and are awaiting feedback for possible development.

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

MHDA has welcomed a number of peer workers across service streams and is entering the final recruitment stages for a diverse range of allied health professionals. The expansion of the allied health cohort will greatly enhance the provision of therapeutic activities able to be offered to our consumers and thereby provide enhanced holistic care provision.

Capital Works

Scoping works continue for the roll out of Wi-Fi on the Macquarie campus; and the transition across all services from an IR duress platform to an RTLS platform.

Works are reaching completion for replacement of courtyard doors within the Brolga unit.

Primary and Community Health

SERVICE DIRECTOR REPORT

Key Updates:

BreastScreen NSW NSCC have concluded a tender process for Breast Imaging and a decision not to award a tender was recommended and supported. The service will replace outsourced services with VMO's.

Emerging Trends/Issues for noting

COVID-19 restrictions have had an impact on screening services and BreastScreen continues to manage this impact.

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

Needle & Syringe Program (NSP) recommenced face to face Dried Blood Spot (DBS) Hepatitis C testing following consultation with Primary & Community Health Infection Control.

Significant work has been undertaken on revamping the NSLHD Child Youth & Family Health website, in keeping with the new NSLHD website redesign. The new site expected to be live at the end of this month

Clients who have attended two new BreastScreen mobile screening sites are currently being surveyed and the evaluation will be used to inform the 2021 mobile van schedules.

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

The Focus on New Fathers (FONF) Project Officer commenced in their role to promote a digital information service for new Dads/co-parents. (SMS4Dads)

Capital Works

NLSHD Oral Health is part of the Hornsby Stage 2A development (estimated completion Jun-2022) and the future Ryde Community Building redevelopment.

Capital works have been completed on the Balgowlah Child and Family Health Centre relocation to Dalwood: A Communication flyer has been developed to advise families of the move and directions to the Seaforth Child and Family Health Centre.