

Chief Executive's Board Report

June 2022

Contents

NSLHD PERFORMANCE	2
SAFETY AND QUALITY	2
PATIENT FLOW AND SERVICE ACCESS	3
FINANCIAL PERFORMANCE	5
CLINICAL NETWORK MONTHLY HIGHLIGHT	5
SERVICE IMPROVEMENT AND INNOVATION	6
INTEGRATED CARE	6
HEALTH SERVICES PLANNING	7
SERVICE UPDATES	7
Aboriginal Health Service	7
Allied Health	7
Mental Health, Drug & Alcohol (MHDA)	7
Primary & Community Health (PACH)	8
Counter Disaster	8
COMMUNICATIONS	8
INFORMATION & COMMUNICATION TECHNOLOGY (ICT)	9
MEDICAL SERVICES	10
NURSING AND MIDWIFERY	10
PEOPLE AND CULTURE	11
RESEARCH	12
Clinical Trials	12
Kolling Institute	12
NORTH FOUNDATION	13

NSLHD Overall Performance

Northern Sydney Local Health District (NSLHD) remains at Performance Level 0 'No Performance Issues'. This is the highest Performance Level attainable, in accordance with the NSW Health Performance Framework.

Clinical Governance and Patient Experience

Safety and Quality Indicators (May 2022)

Safety and Quality	Month				Year To Date			
	T	Target	Actual	Variance	T	Target	Actual	Variance
SA-BSI ^{1*}		≤ 1.0	0.3	0.7		≤ 1.0	0.9	0.1
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.2	-0.2
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ¹		≤ 13.0%	12.7%	0.3%		≤ 13.0%	12.7%	0.3%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	87%	11.7%		≥ 75%	87%	12.1%
Unplanned Hospital Readmissions [#]		≤ 6.4%	6.0%	-0.4%		≤ 6.6%	5.9%	-0.7%

¹Data 2 month delay

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

National Standards Accreditation

Royal North Shore Hospital (RNSH) and Hornsby Ku-ring-gai Hospital (HKH) successfully completed the Australian Council on Healthcare Standards (ACHS) Accreditation Assessment against the National Safety and Quality Health Service (NSQHS) Standards in May 2022. Both Hospitals received positive feedback from the surveyor teams recognising the commitment and preparation by the staff. Formal reports are pending.

The Primary and Community Health (PACH) Accreditation Assessment is scheduled for 22 August 2022.

Ryde Hospital has received their final Australian Council of Healthcare Standards (ACHS) report and ACHS Accreditation Certificates.

Consumer and Patient Experience

NSLHD is currently reviewing the new NSW Health Guidelines for the Remuneration and Reimbursement of Consumer Representatives. The Guidelines provide a consistent and equitable approach to the compensation of consumer representatives. The Guidelines establish recommended practices in relation to remuneration and reimbursement of consumer representatives for activities that are considered to be significant and meaningful, are time-limited and have clearly defined deliverables.

NSLHD Quality and Improvement Awards 2022

The NSLHD Quality and Improvement Awards will be held on 5 July 2022. The judging panel have finalised their recommendations following over 40 entries. A total of eight winners, eight runners-up and one highly commended project have been recommended. Videos showcasing winning teams and their projects will be produced and presented during the Award ceremony.

Safety and Quality Essentials Pathway

The Clinical Excellence Commission (CEC) developed the Safety and Quality Essentials Pathway to build capability across NSW Health in patient safety and quality improvement. The Pathway reduces harm by focusing on the six dimensions of healthcare quality including safety, equity, timeliness and accessibility, effectiveness and appropriateness, patient centred care and efficiency.

NSLHD, in partnership with the CEC, has commenced a District-wide rollout of the Pathway. A roadshow is currently underway to all Hospital and Service Executive Teams. An Improvement Science Workshop aligned to the Pathway was held in May 2022.

Patient Flow and Service Access

Overall Performance

In April 2022, there were 19,126 presentations to NSLHD Emergency Departments, a decrease of 3% (627 presentations) when compared to April 2021.

Emergency Treatment Performance for NSLHD was 59% in April 2022 against the overall target of 81%. This demonstrates a decrease of 6% when compared to April 2022 (65%).

Overall Transfer of Care for NSLHD was 88% in April 2022 against the target of 90%.

NSLHD had 645 patients overdue for elective surgery as at the end of April 2022. This is a reflection of the impact of the COVID-19 pandemic and MoH directive to temporarily suspend all non-urgent elective surgery.

Emergency Department (ED) Presentations Results

Hospital	ED Presentations April 2022		Change from April 2021
RNSH	6,995 presentations	↓	3% decrease (211 patients)
HKH	3,876 presentations	↓	0.7% decrease (31 patients)
Ryde	2,462 presentations	↓	1.5% decrease (40 patients)
NBH	5,793 presentations	↓	5.6% decrease (345 presentations)

Emergency Treatment Performance (ETP) Results

Hospital	ETP April 2022		Change from April 2021
RNSH	48%	↓	2% decrease (50%)
HKH	70%	↓	6% decrease (76%)
Ryde	75%	↓	3% decrease (78%)
NBH	60%	↓	10% decrease (70%)

Transfer of Care (ToC) Results

Overall ToC for NSLHD was 88% in April 2022 against the target of 90%.

Hospital	ToC April 2022		Change from April 2021
RNSH	79%	↑	4% increase (75%)
HKH	83%	↓	11% decrease (94%)
Ryde	96%	↑	1% increase (95%)
NBH	98%	↓	1% decrease (99%)

ED Triage Results

NSLHD met the target of 100% for Triage Category 1 in April 2022. Within this, all hospitals achieved 100%, including NBH.

Triage Category 2 (Target 95%)	
Hospital	April 2022
NSLHD	75%
RNSH	70%
HKH	81%
Ryde	80%
NBH	77%

Triage Category 3 (Target 85%)	
Hospital	April 2022
NSLHD	70%
RNSH	65%
HKH	78%
Ryde	82%
NBH	72%

In April 2022, NSLHD achieved 75% for Triage Category 4 against the target of 70%. Within this, all hospitals met the target. NBH achieved 78% for Triage Category 4.

In April 2022, NSLHD achieved 91% for Triage Category 5 against the target of 70%. Within this, all hospitals met the target. NBH achieved 92% for Triage Category 5.

Elective Surgery Access Performance (ESAP) Combined NSLHD Results

	Target	April 2022
Category 1	100%	99%
Category 2	97%	81%
Category 3	97%	72%

NSLHD ESAP results (excluding NBH) are a direct reflection of the COVID-19 pandemic. Temporary measures have been introduced across the District to ensure patients continue to receive timely access to elective surgery. This includes centralisation of all NSLHD elective surgery bookings and clinical prioritisation of all Category 1 surgery cases.

Average Length of Stay (ALOS) (Rolling 12 Months) Results

Hospital	Target	April 2022
RNSH	5.13	5.30
HKH	4.08	4.16
Ryde	3.86	5.10

Financial Performance

General Fund

Overview

In May 2022, NSLHD recorded a Net Cost of Service (NCOS) of \$2.6M (1.83 %) favourable, resulting in \$28.9M (-1.82 %) unfavourable position year to date. This includes the incremental costs related to the COVID-19 response.

After adjusting for the impact of the COVID-19 response, NSLHD recorded a NCOS of \$22.8M (-1.5 %) unfavourable for May 2022 year to date. NSLHD continues to work closely with the MoH to assess the impact of COVID-19 on NSLHD's financial results.

NSLHD and each Hospital and Service are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial sustainability. As at May 2022, \$6.5M worth of EIPs have been submitted to the MoH. Financial Year 2023 EIPs are currently being formulated as part of next financial year's budget plan.

Total Expenses

In May 2022, NSLHD recorded \$0.14M favourable for Total Expenses and \$0.11M (0.0 %) favourable year to date (after adjusting for the COVID-19 response). The favourable position is largely driven by activity.

Overall Year to Date COVID-19 incremental expense is \$113.8m which comprises mainly COVID-19 clinics, vaccinations and outsourced patient services activities.

Year to Date expenses remain elevated due to NSLHD's efforts to effectively respond to COVID-19 outbreaks and to maintain a state of COVID-19 readiness. The existing cost base diverted to provide COVID-19 readiness is approximately \$45.0M Year to Date.

The NSLHD Expense forecast (after adjusting for the impact of COVID-19) is expected to be in line with budget.

Revenue

In May 2022, NSLHD recorded \$19.9M (-7.9 %) unfavourable Year to Date for Own Sources Revenue. This is primarily driven by a reduction in private inpatient, DVA, MAA and outpatient activity due to previous COVID-19 lockdowns.

NSLHD has revised its Revenue forecast from \$19.0M to \$21.0M unfavourable.

Other item/s

As at May 2022, the NSLHD general fund bank account balance was \$5.303M.

Clinical Network Monthly Highlight – Acute and Critical Care Network

The Acute and Critical Care Network, led by Dr Peter Roberts, Network Director and Matt Graham, A/Service Development Manager, encompasses services in Emergency Medicine, Intensive Care, General Medicine and Acute Medicine. There are a number of initiatives currently underway in the Network including:

- A pilot recently commenced at RNSH to remove the Hospital from the Ambulance matrix as a destination for minor trauma. Since the pilot, minor trauma transports to RNSH reduced by 9 per cent, producing a capacity benefit. There has been no discernible capacity deficits at Ryde, HKH or NBH as a result of the pilot.
- The Direct Access Colonoscopy service is now available for Ryde Hospital patients. Patients with a positive Faecal Occult Blood Test (FOBT) result are able to be booked directly into a Colonoscopy without a prior needing a clinic appointment. This significantly reduces the time between detecting a positive FOBT result and surgery to treat cancer.
- The Intensive Care Network is in the final stages of developing an internal NSLHD Memorandum of Understanding (MoU) for the provision of networked services. The MoU will ensure patients are treated in the right ICU for their condition. The MoU will be between RNSH, HKH, Ryde Hospital and Northern Beaches Hospital and is expected to be completed by July 2022.

The Bureau of Health Information (BHI) recently released results from the Emergency Department Patient Survey 2020-21. The Survey asks those who have recently attended a public NSW Emergency Department to provide feedback about the experience of their care. In NSLHD, 90% of respondents said they were 'always' treated with respect and dignity while in the ED (863 respondents). A total of 91% of respondents said that the care they received while in the ED was either 'very good' or 'good' (883 respondents). The HKH ED was recognised as one of the top 3 best performing ED's in the state for results to the question 'Would you rate your ED health professionals as 'very good?' with 96% of respondents responding positively.

Service Improvement and Innovation

In collaboration with PwC, development of the NSLHD Virtual Care Framework and Virtual Care Operating Model has now concluded. A hub and spoke model that further develops and expands on the capabilities of the COVID-19 Virtual Hospital has been recommended. The model will drive coordination and integration of services, enable efficient use of medical governance and build capacity in existing the service. The Virtual Care Hub will evolve to provide the following core capabilities:

- Seamless provision of virtual and in person care to patients at home for defined pathways
- Provision of clinical support and enabling functions which may include technological support for clinicians and patients, and on-boarding and education for patients on virtual care pathways
- A digital front door to manage the referral and triage of patients that require care at home from General Practitioners, emergency care, and Specialists.

Integrated Care

Collaborative Commissioning

Eight General Practitioners have signed up to the Collaborative Commissioning Pathway, which gives over 100 patients' access to join the pathway. This is against a first-year target of 300 patients. The benefits of improving relationships and lines of communications between NSLHD and General Practitioners will be embedded in other services in the District.

Rapid Response services are being increased with new funding provided by the MoH. This follows a realignment of Rapid Response services to place a greater focus on hospital avoidance to assist Emergency Departments in managing demand and reduce flow pressures.

Emergency Department to Community

A 'frequent presenters' model is nearing finalisation, focused on formalising processes in place and supporting Emergency Departments and Mental Health and Drug and Alcohol. The model

aims to determine what additional resources are needed to reduce the rate of frequent presenters through NSLHD Emergency Departments. It is anticipated that additional social work support to assist with patient planning and care outside of hospital and link them into District and community services. NSLHD currently has the lowest rate of frequent presenters in NSW.

Planned Care for Better Health

Over the past 12 months, the NSLHD Chronic and Complex Care Clinical Network has been looking to identify ways to manage demand for services, define models of care and allocate resources. A 13-week program has been implemented to focus on patient goals, and includes a review of checkpoints to facilitate “off ramps” when those goals are achieved. The program will give high-risk patients access to care coordination as they are discharged back to the community, and prevent future unplanned admissions. An evaluation is being planned.

Health Services Planning

The first phase of consultation for the 2022-2027 NSLHD Strategic Plan is now complete. Phase one included targeted consultation sessions with key stakeholder groups including the NSLHD Clinical and Quality Council, Consumers, Carers, Youth Health and the Culturally and Linguistically Diverse (CALD) Community, and a dedicated workshop with the NSLHD Aboriginal and Torres Strait Islander Health Service. A total of 12 virtual all staff forums focused on each of the Strategic Outcomes was held during May 2022. In addition, a staff survey aimed at staff who were not able to attend the forums, and a public-facing community survey were conducted. A series of meetings has been held with all Executive Sponsors to further refine the Strategic Outcomes and details around key objectives and essential metrics.

Service Updates

Aboriginal and Torres Strait Islander Health Service

A National Sorry Day event was held on 26 May 2022 in the RNSH Kolling Forecourt. The event was attended by the Chief Executive, Board Members and staff.

The unveiling of the Muru Jannawi Building in the new HKH redevelopment was held on 30 May 2022, during National Reconciliation Week. In partnership with NSLHD Aboriginal and Torres Strait Islander Health Service and HKH, the event included a smoking ceremony, yidaki, unveiling of signage, traditional bush foods and cake cutting.

The NSLHD Aboriginal and Torres Strait Islander Health Service participated in a Reconciliation event on 31 May 2022 organised by Macquarie Hospital.

Allied Health

Throughout April and May 2022, the NSLHD Allied Health Directorate met with Allied Health Service Managers across the District to consult on Allied Health priorities. As a result, the Allied Health Directorate will be focusing on developing, coordinating and supporting Allied Health Wellbeing and Digital Health Academy initiatives which were highlighted as an area for improvement.

Mental Health, Drug & Alcohol (MHDA)

The MHDA Research Conference was held on 25 May 2022. The conference included presentations on MHDA-led research and quality improvement projects, and a display of posters celebrating improvement.

The Hon. Brad Hazzard, Minister for Health visited Brookvale Community Health Centre in May to meet with Child and Youth Mental Health Service staff and hear about their role and experiences providing care to young people.

Primary & Community Health (PACH)

The Multicultural Health Service, Relationships Australia and Community Northern Beaches are working in partnership to deliver a series of workshops on strong, healthy relationships and families to the Tibetan refugee community. A Workshop Agenda has been informed by consultations with the community.

Counter Disaster

A pilot course for the revised Internal Responses Team training was conducted at Ryde Hospital. The training targets first responders including Security Officers, After Hours Nurse Managers, and Support staff (Wards Persons and Engineering) in managing a code response. The Chairs of each Emergency Procedure Committee have been provided with a suite of exercise and tool box strategies that can be tailored to the current onsite hazards and risks as well as fundamental content regarding each code.

Communications

Internal Communication

- Two NSLHD newsletters published.
- Chief Executive email broadcasts distributed:
 - Acknowledgment of National Sorry Day
 - Acknowledgement of International Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) Day
 - Acknowledgement of International Nurses' Day
 - Acknowledgement of International Day of the Midwife

Social Media

Platform	May 2022	% Change from April 2022
Facebook	40,404 followers	↑ 0.3% (40,273 followers)
LinkedIn	11,064 followers	↑ 15% (9,554 followers)
Instagram	740 followers	↑ 6% (699 followers)

External Media and Communication

- Media release published on trial of Palliative Care Radiation Therapy at RNSH's Cancer Centre
- International Nurses Day and International Day of the Midwife social media campaign launched with collated photos and content to promote NSLHD nurses and midwives
- Book launch for 'Your Little Head Start' written by Neonatal Intensive Care Unit parents. Book promoted in the NSLHD Newsletter, social media and website
- Prepared media release on Bureau of Health Information's January to March 2022 Quarterly Report
- Invitation to complete the NSLHD Strategic Plan 2022-2027 Consumer Survey published on social media
- Manly Adolescent and Young Adult Hospice (AYAH) progress update
- Manly AYAH Community Newsletter and fundraising leaflet developed

Upcoming Events

- Clinical Genetics Donor Event – 6 June 2022
- HKH Volunteers 60th Anniversary - 23 June 2022
- Hoc Mai – The Australia Vietnam Medical Foundation Celebration Event with the Minister for Health - 28 June 2022
- NSLHD Quality and Improvement Awards - 29 June 2022

Projects

- Assisted HKH with the building name unveiling and staff cultural event
- Assisted HKH with planning for the volunteers 60th anniversary
- Assisted NSLHD Finance with development of private health insurance collateral
- Assisted NSLHD Maternity Services with development of service brochure
- Assisted NSLHD Corporate Services with communication on property management project
- Continued work with stakeholders on NSW Government rebranding on new framework requirements
- Progress on the development of the COVID-19 Historical Account
- Supported Aboriginal Health and Torres Strait Islander Service with National Sorry Day Event
- Supporting Allied Health with upcoming wellbeing staff events
- Assisted NSLHD People and Culture with establishment of LinkedIn profiles
- Preparation for Hoc Mai celebration event
- Preparation for HKH official opening
- Promotion of winter campaign for influenza and COVID-19
- Progress on NSLHD intranet homepage redesign and communication plan
- Ongoing development of new website pages
- Submission of designs for building of online website clinician finder
- Preparation of communications and promotion of NSLHD Strategic Plan
- Assisted Clinical Governance Unit on Quality and Improvement Awards and videos
- Preparation of promotional material for International Day of Midwives and Nurses
- Surgical Education, Research and Training (SERT) Institute website redevelopment and content production
- Kolling Institute website review

Information, Communication & Technology (ICT)

eMR Comprehensive Care and Smoking Cessation Projects

Comprehensive Care (Risk Screening Assessment and Diagnosis & Documentation Workflow components) and Smoking Cessation eMR solutions were successfully implemented across all Emergency Departments and inpatient settings on 7 June 2022. The Implementation Advisory Group members reviewed the go-live readiness checklist and supported the implementation plan and support model for the project on 2 June 2022. Project evaluation will be completed eight weeks after go-live.

The Smoking Cessation Community go-live is scheduled for 15 June 2022.

eMeds Enhancements

IV Fluid Management will be implemented across all Hospitals and Services between August and September 2022.

Waitlist Optimisation Project

In collaboration with eHealth NSW and the MoH, the Waitlist Optimisation Project aims to modernise the waitlist functionality in eMR. This solution was delivered successfully on 1 June 2022.

eRIC in Neonatal ICU at Royal North Shore Hospital

In collaboration with eHealth NSW, eRIC will be implemented in NICU at RNSH on 21 June 2022. Training and Change management activities are progressing, 89% nurses have cleared the competency assessment.

Manly Adolescent and Young Adult Hospice (AYAH)

The ICT Technical Working Group continues to meet fortnightly. A Commissioning Group has been established with the focus of reviewing the ICT Commissioning Plans, witness testing and training.

Microsoft 365 Digital Workspaces Project

NSLHD Modern Intranet Upgrade

A proposed strategy and look for the new Intranet has been finalised. Workshops have been held with NSLHD Media and Communications, ICT Digital Services, and eHealth Solutions Delivery teams to develop an overall vision statement, establish initial goals and priorities, agree on fundamental architecture principles, and review the proposed timeline.

State-wide Data Centre Reform (SwDCR)

NSLHD continues to migrate NSW Health applications from on-premises servers to the government cloud solution, as part of this statewide initiative. Approximately 20% of all identified application candidates have been migrated to date, with zero client impact. In addition, six applications have been decommissioned. Approximately 8% of all identified server candidates have been successfully migrated to date. In addition, eight servers have been decommissioned.

Cyber Security

Implementation of the Cyber Security Roadmap continues with the following upcoming planned activities:

- Continue to grow Cyber Culture through cyber awareness training, communications, and executive tabletop exercises.
- Completion of the Defence in Depth technology uplift included web access, firewall, network access and hardening.
- Responding to and implementing the recommendations from the October 2021 NSLHD Internal Audit review.
- Development of the Cyber Security Communications Plan focused on the importance of cyber security in our everyday lives as well as in the workplace.
- Commence drafting the next Cyber Security Attestation due in August 2022.

Medical Services

Recruitment of the position of Associate Director Medical Services, NSLHD is currently underway. Reporting to the Executive Medical Director, NSLHD, the Associate Director will be responsible for the strategic oversight of all NSLHD medical workforce services to ensure the delivery of clinical excellence and best practice in patient safety. The Associate Director will provide advice to the Chief Executive and other members of the Senior Executive Team on medical workforce matters, including workforce professional development and competency, and medical workforce planning and strategy.

Nursing and Midwifery

COVID-19

The Nursing and Midwifery Directorate continue to maintain COVID-19 screening clinics at RNSH, HKH, MVH and Ryde Hospital. Demand for PCR testing has decreased indicative of decreased cases within the community and the continuing requirement of reporting positive Rapid Antigen Tests. Ryde Hospital and HKH are supported with RAT testing for Outpatient clinic presentations.

Safety Culture & Clinical Practice Team

A new Safety Culture and Clinical Practice Nurse Manager has commenced. The new Manager has met with all NSLHD Directors of Nursing and Midwifery (DONMs) and Executives

across the NSLHD in an effort to develop a refreshed agenda of works. Projects have recommenced with engagement at all Hospitals and Services with staff working on:

- Bespoke Leadership program for Nurse Unit Manager/Midwifery Unit Managers at HKH
- Promotion of Hospital Acquired Complications causes and strategies for prevention planned at all facilities
- Hospital Acquired Pneumonia Project to commence at RNSH
- Mental Health Pathways in Practice program continues across MHDA.

Nursing and Midwifery Workforce

LinkedIn

The Nursing and Midwifery Workforce team in collaboration with People and Culture are currently undertaking a talent acquisition project with LinkedIn. The Nursing and Midwifery Directorate has received a recruiter licence and are undergoing education and training with LinkedIn to utilise the full benefits of this product to assist in the fulfilment of current nursing and midwifery vacancies within NSLHD.

Nursing and Midwifery Career Expos

In May 2022, NSLHD participated in three career expos with university partners, promoting NSLHD as an employer of choice with undergraduate nurses and midwives. The Nursing and Midwifery team will attend career expos at the University of Technology (UTS) and University of Tasmania (UTAS) in June 2022.

Maternity Services

The NSLHD Maternal, Neonatal and Women's Health Network has conducted a survey to ascertain "Preferences and Experiences of Maternity Care" for women and their partners who were either pregnant, recently pregnant or planning a pregnancy in NSLHD. There were a total of 303 responses from people living across NSLHD. 90% of respondents who were pregnant or had recently had a baby rated the care they received as good or excellent.

The Network is in the process of increasing access to continuity of care for women by implementing a new model of care at RNSH and HKH. The Maternity Antenatal Postnatal Service (MAPS) has been shown to improve a women's experiences and clinical outcomes for mothers and babies by providing continuity of care by a known midwife throughout the antenatal and postnatal period. The model is planned to commence in August 2022.

People and Culture

NSLHD Security Services

A review of new duress technologies to improve staff safety and operations is underway. A pilot of the new technology has commenced with Northern Sydney Home Nursing.

People Systems and Analytics

The People Systems Team is working in collaboration with the Counter Disaster Unit to develop a deployment register to better support the District in emergency response deployments across the state.

Human Resource Business Partners

The 2021 Time in Service Awards ceremonies have now been held across the majority of the NSLHD Hospitals and Services over the past two months. The Awards were postponed last year due to the COVID-19 pandemic. Ceremonies at RNSH and District-wide services are due to be held in the coming months.

Diversity, Inclusion and Belonging

The People and Culture Directorate supported several members of the LGBTQI+ Employee Network to attend the annual Australian Workplace Equality Index (AWEI) Awards on 27 May. The first NSLHD AWEI entry was submitted in 2022, by the employee network.

The People and Culture Directorate will support four members from the Employee Resource Network for People with Disability to attend the Australian Network on Disability (AND) Annual Conference in June 2022. Key learnings from this conference are intended to be presented to the NSLHD Diversity Inclusion and Belonging Council.

Administration Development Pathway

A working group has been established to progress the creation and implementation of a formal Administration Development Pathway. The Pathway will aim to establish career paths for Administration Officers and expand the traineeship program for new starters that is currently being implemented at Royal North Shore Hospital.

Research

My Research Hub

The first NSLHD Research Hub Meeting was held in May 2022, attended by the Chief Executive. The meeting brought together all staff across the Strategic, Finance/Business Management and Ethics/Governance teams to share key insights, knowledge, and information. There are currently 18 staff supporting research across these streams.

Clinical Trial Management System (CTMS)

The CTMS rollout continues, with site visits from the MoH and project team set to commence in June 2022. CTMS will automate and simplify many aspects of the conduct of clinical trials in the District.

Nursing and Midwifery Research

The 2021 Nursing and Midwifery Research Annual Report has been released. The Annual Report provides a summary of the research achievements of the Nursing and Midwifery Directorate over the past year including, the grants received, peer reviewed publications, presentations and awards and PhD researchers and research student candidates.

Kolling Institute

Executive Director, Kolling Institute, Professor Carolyn Sue will step down on 30 June 2022. As Executive Director, Professor Sue led the Kolling Institute through a period of growth that has seen significant funding achievements, high profile national awards, influential publications and new models of care. Professor Sue led the establishment of the Kolling Institute's three priority research areas and research enablers, and developed the Kolling Institute's Research Strategy. Professor Sue's contribution was acknowledged by Robyn Ward, Executive Dean Faculty of Medicine and Health, the University of Sydney, Michael Nugent, Chair Kolling Institute Governance Committee and Deb Willcox, Chief Executive, NSLHD.

Kolling Institute researcher Professor Lyn March Public Health Physician and Rheumatologist was awarded a Medical Research Future Fund (MRFF) grant to conduct Australia's largest clinical trial for patients with juvenile arthritis.

A submission to the Ian Potter Foundation to support the purchase of a Laser capture microdissection microscope for spatial molecular profiling of tissues has been successful.

NORTH Foundation

Grateful Patients Donors

The NORTH Foundation have created grateful patient information and storytelling material that will be printed and distributed to all NSLHD Hospitals. A bespoke Maternity and Neonatal Intensive Care Unit (NICU) grateful patient program is being developed.

Community Fundraising

The Costumes for Cancer campaign raised over \$24,000, with over 200 new donors and 28 fundraisers held.

2022 Tax Appeal

The 2022 Tax Appeal has raised a year to date total of \$127,000. This is an increase from last year's total raised and donations will continue to be accepted through to 30 June 2022.

Executive Appointments

Appointment of Professor Michael Nicholl to Chief Executive, CEC

Professor Michael Nicholl Clinical, Professor in the Department of Obstetrics and Gynaecology, University of Sydney, Northern Clinical School at RNSH, and Clinical Director, Maternal, Neonatal and Women's Health Network, NSLHD has been appointed as the Chief Executive of the Clinical Excellence Commission.

Michael is well renowned for his national leadership in quality and safety of maternity services and was also the first Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG) Fellow to gain admission as Fellow of Australasian Association for Quality in Health care. NSLHD and Royal North Shore Hospital have been immensely fortunate to have benefited from Michael's leadership, expertise and commitment to promoting excellence in safety and quality in clinical care, for consumers, their families and our staff.

Michael will commence his new role on Monday 1 August 2022 and will continue as NSLHD Clinical Director, Maternal, Neonatal and Women's Health Network while we appoint a new Clinical Director.

Appointment of Simon Hill to General Manager, Hornsby Ku-ring-gai Hospital

Simon Hill has been appointed to the role of General Manager, Hornsby Ku-ring-gai Health Service, NSLHD. Simon has been acting in the role of General Manager, Hornsby Ku-ring-gai Health Service, since February 2021 and during this time has led the hospital to the completion of its redevelopment, whilst dealing with the ongoing challenges of the pandemic.

Simon was previously Director Information, Communication and Technology, NSLHD and CCLHD, and has held a variety of health management roles within NSW Health over 20 years.



Deb Willcox
Chief Executive

Date: 15 June 2022