

# 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  
June 2021**

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## **NSLHD PERFORMANCE**

NSLHD remains at Performance Level 0.

### **SAFETY AND QUALITY INDICATORS (May 2021)**

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>1*</sup>		≤ 1.0	0.3	1.7		≤ 1.0	1.0	0.0
ICU CLAB Infection Rate <sup>1*</sup>		= 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 <sup>2</sup>		≤ 13.0%	11.2%	1.8%		≤ 13.0%	9.4%	3.6%
MH: APDC Follow Up Within 7 days <sup>2</sup>		≥ 75%	85%	10.0%		≥ 75%	85%	10%
Unplanned Hospital Readmissions <sup>#</sup>		6.4%	5.8%	-0.6%		6.6%	6.5%	-0.1%

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

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

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

## **SAFETY AND QUALITY**

### **Consumer and Patient Experience**

*What Matters to You* (WMTY) Day will be celebrated across NSLHD on 9 June 2021. WMTY Day aligns with the Partnering with Consumers Standard and encourages patients to share what matters to them when receiving care. Consumer leads will hold stalls and visit staff in wards to celebrate and promote WMTY Day.

### **Clinical Procedural Safety**

Work continues to ensure compliance with NSW Health Policy Directive *PD2017\_032 - Clinical Procedure Safety*. The project is focused on developing a standardised approach for all level 3 clinical procedures. The Royal North Shore Hospital (RNSH) Interventional Cardiac Catheter Lab and RNSH and Hornsby Ku-ring-gai Hospital (HKH) Medical Imaging Departments will be next to implement the Policy.

### **Accreditation**

Ryde Hospital will be the first hospital in the District to undergo a trial accreditation assessment in June 2021. Trial accreditation assessors will first meet with members of the NSLHD Board, Executive Directors and RNSH, HKH and Ryde Hospital Executives to assess the Clinical Governance and Partnering with Consumers Standards.

### **Prompt Implementation**

The Prompt Quality Improvement document system will now go-live in June 2021. The system will be the central repository for all NSLHD Policies, Procedures and Guidelines (PPGs) and relevant NSW Health PPGs, replacing the current NSLHD Policy and Procedure Intranet site.

### **NSLHD Quality and Improvement Awards**

The NSLHD Quality and Improvement Awards ceremony will be held on 29 June 2021. The event will be held in the Auditorium, Kolling Building, RNSH and invited guests will include members of the NSLHD Board, Executive Directors, General Managers, Service Directors and representatives from

finalist project teams. Professionally developed short videos showcasing winning projects have been produced and will be broadcast at the event.

### **Patient Safety Culture Survey (PSCS)**

The PSCS was launched on 1 June 2021 and will run for two weeks. The survey is a widely utilised and validated tool that measures the safety culture of a health service. The survey assesses staff opinions about patient safety issues, medical errors and event reporting, and can be completed by all staff both clinical and non-clinical. The project team will be conducting a PSCS Roadshow to visit each Hospital and Service to provide an in depth analysis of individual results.

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

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

The 2020 data reflects the effect of the COVID-19 pandemic on ED activity. 2019 data has been included for comparative purposes.

Across NSLHD, there were 13,624 presentations to Emergency Departments (EDs) in April 2021, an increase of 67.7% (5,504) compared to presentations in April 2020. When compared to April 2019, this demonstrates an increase of 0.1% (64) ED presentations.

NSLHD achieved 89% for Transfer of Care in April 2021. ETP for the month was 63%. Within this, Ryde Hospital achieved 78%, Hornsby Ku-ring-gai Hospital (HKH) achieved 76% and Royal North Shore Hospital (RNSH) achieved 50%.

NSLHD has 19 patients overdue for elective surgery at the end of April 2021. Temporary measures have been introduced across NSLHD 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 April 2021 increased by 5,504 patients overall when compared to April 2020. ED presentations to NSLHD for April 2021 increased by 64 patients overall when compared to April 2019.

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

ETP for NSLHD was 63% in April 2021 against the target of 81%. This is a decrease of 13% when compared to April 2020 (76%). This also demonstrates a decrease of 8% when compared to April 2019 (70%).

ETP at RNSH was 50% for April 2021, a decrease of 19% from April 2020 (69%). Presentation numbers increased by 55% (2,554 patients) when compared to April 2020. This was also a decrease of 14% when compared to April 2019 (64%), with presentation numbers decreasing by 2% (151 patients).

ETP at HKH was 76% for April 2021, a decrease of 10% from April 2020 (86%). Presentation numbers increased by 75% (1,675 patients) when compared to April 2020. This was also a decrease of 1% when compared to April 2019 (77%), with presentation numbers increasing by 6% (227 patients).

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<sup>1</sup> This data is for RNSH, HKH and Ryde Hospital. Northern Beaches Hospital data is contained within a separate section.

ETP at Ryde Hospital was 78% for April 2021, a decrease of 5% from April 2020 (83%). Presentation numbers increased by 105% (1,275 patients) when compared to April 2020. This was also a decrease of 1% when compared to April 2019 (79%), with presentation numbers decreasing by 2% (53 patients).

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

ToC for NSLHD was 89% in April 2021 against the target of 90%.

ToC at RNSH was 75% for April 2021, this is alongside a 22.2% increase in ambulance arrivals (288 ambulances) when compared to April 2020 and a 4.9% decrease in ambulance arrivals (83 ambulances) when compared to April 2019.

ToC at HKH was 94% for April 2021, this is alongside a 49% increase in ambulance arrivals (242 ambulances) when compared to April 2020 and a 4.8% increase in ambulance arrivals (34 ambulances) when compared to April 2019.

ToC at Ryde Hospital was 95% in April 2021, this is alongside a 40% increase in ambulance arrivals (162 ambulances) when compared to April 2020 and a 4.6% decrease in ambulance arrivals (28 ambulances) when compared to April 2019.

### **ED Triage**

NSLHD met the target for Triage Category 1 in April 2021. Within this, all facilities achieved 100%.

NSLHD achieved 88% for Triage Category 2 against the target of 95%. Within this, RNSH recorded 68%, HKH recorded 90% and Ryde Hospital recorded 89%.

NSLHD achieved 86% for Triage Category 3 against the target of 85%. Within this, RNSH recorded 61%, HKH recorded 77% and Ryde Hospital recorded 83%.

NSLHD achieved 86% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

NSLHD achieved 95% 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 April 2021, there were 19 patients overdue for elective surgery. District waitlist sessions continue across all sites to prioritise overdue patients for surgery where clinically appropriate.

ESAP for Category 1 patients was 99% against the target of 100%. Category 2 performance was 92%, against the target of 97%, and Category 3 performance was 93%, against the target of 97%. A project focused on the management of surgical waitlists across NSLHD is currently being undertaken in an effort to improve surgical performance.

### **Average Length of Stay (ALOS)**

The ALOS at RNSH was 5.32 days for April 2021. This is above the target of 4.82 days.

The ALOS at HKH was 3.88 days for April 2021. The ALOS has been consistently below the target of 3.92 days for 12 months.

The ALOS at Ryde Hospital was 4.30 days for April 2021. This is above the target of 3.74 days.

## **NORTHERN BEACHES HOSPITAL (NBH) REPORT**

### **ED Presentations**

ED presentations to NBH for April 2021 (6,136 presentations, excluding COVID-19 Clinic numbers) increased by 1,012 when compared to April 2020 and decreased by 334 patients when compared to April 2019. NBH recorded 1,526 COVID-19 Clinic presentations for April 2021.

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

NBH continues to perform strongly against ToC targets, achieving 99% in April 2021.

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

As COVID-19 Clinic presentations are registered as Category 5 ED Activity, ETP accuracy may be affected.

ETP at NBH was 76.2% in April 2021, an increase of 0.4% from March 2021.

Admitted ETP was 44.5% in April 2021, a decrease of 0.5% from March 2021.

## **SERVICE IMPROVEMENT AND INNOVATION**

### **Virtual Care**

In 2021/22, NSLHD will be progressing a number of virtual care initiatives through the eHealth and Agency for Clinical Innovation Virtual Care Accelerator including in-home monitoring devices, telehealth equipment for RNSH and HKH, upgrades to telehealth consultation rooms at RNSH and Ryde Hospital and upgrades to Multidisciplinary Team clinical consultation rooms.

A virtual clinical pathway is being developed to manage heart failure patients in the community through use of remote monitoring devices. The aim of the pathway is to reduce re-admissions to hospital, and detect deterioration in the community and prevent ED admissions. Alongside the clinical requirements for this pathway, the scope of the technology requirements for wearable devices, monitoring platform and workforce skills required in the NSLHD virtual hospital are being developed. The development of this pathway is being used to test the design model and will then be used to develop additional virtual models.

## **INTEGRATED CARE**

### **Collaborative Commissioning**

Work continues in close collaboration with the MoH to progress the Rapid Care for Frail and Older People Pathway and to identify the associated costs and benefits to determine the financial sustainability. The Pathway has been presented to the NSLHD Clinical Council and other NSLHD clinical Committees to assess suitability.

### **Planned Care for Better Health (PCBH)**

A pilot of the MoH Risk of Hospitalisation (RoH) predictive algorithm has commenced. The Patient Flow Portal is also being used to plan patient reviews and receive alerts of any readmissions.

### **Specialist Outreach**

There has been continued engagement with General Practitioners (GPs) in the community who have the greatest number of patients presenting to NSLHD EDs. Specialists have discussed over 40 patients with GPs and are engaging with patients using the MoH RoH algorithm scores.

Development of data and dashboards is being undertaken to determine what information can be provided to GPs to enhance continuing care for patients and data driven practice improvement. A reporting dashboard is being developed to manage and monitor outcomes.

Work is underway with the Primary Health Network to develop quality improvement programs designed to promote proactive care and risk stratification of patients for referrals to specialist support.

Opportunities to strengthen relationships between GPs located in Mona Vale and clinicians in the Mona Vale Hospital Geriatric Evaluation and Management (GEM) Unit is a key area of focus. A number of opportunities have been identified including a letter with a brochure introducing the GEM service and targeted practice visits with GPs who manage patients aged 75 years and older.

## **FINANCIAL PERFORMANCE**

### **General Fund**

#### **Overview**

The District's Net Cost of Service (NCOS) for May 2021 was \$2.1m (1.4%) favourable, resulting in \$27.9m (-1.9%) unfavourable position YTD. This unfavourable position incorporates incremental costs associated with the District's COVID-19 response (including the Vaccination rollout). After adjusting for the impact of the COVID-19 response, the NCOS for May 2021 YTD is \$20.9m (-1.5%) unfavourable.

The District is continuing to work collaboratively with Hospitals and Service to support the implementation of strategies to ensure financial sustainability.

The District Finance Team together with the NSLHD Performance Support Team (PST) are also working closely with Hospitals and Services to develop and execute Roadmap Efficiency initiatives.

District Finance continuously monitors the District's COVID-19 response and is working closely with the MoH to assess its impact on the financial results for 2020-21.

#### **Total Expenses**

Total Expense was \$4.5m (2.6%) favourable for the month and \$8.4m (-0.5%) unfavourable YTD. Total Expense after adjusting for COVID-19 impact was \$2.1m (1.3%) favourable for the month and \$1.0m (-0.1%) unfavourable YTD.

The District is currently forecasting a balanced budget for the Full Year after adjusting for the impact of the COVID-19 response.

#### **Revenue**

Total Revenue for May 2021 was \$1.8m (-7.7%) unfavourable, resulting in \$17.3m (-6.5%) unfavourable YTD.

The District Finance Revenue Department continues to work closely with Hospitals and Service to explore revenue opportunities. Furthermore, Patient Liaison Officers continue to closely monitor and improve Hospitals Private Patient conversion rates.

Full year Revenue forecast for the District is expected to be \$19.7m unfavourable.

## **SERVICE UPDATES**

### **Aboriginal Health Service**

National Sorry Day was held on 26 May 2021 and NSLHD acknowledged and recognised by members of the Stolen Generations through a joint all staff broadcast from the Chief Executive and Director Aboriginal Health.

National Reconciliation week was held from 27 May to 3 June 2021. This year's theme was "*More than a word. Reconciliation takes action*". Staff across the District were encouraged to host virtual

National Reconciliation Week Morning Tea's and start all team meetings with an Acknowledgement of Country.

In line with NSLHD's commitment to providing culturally respectful services that improve the health status of Aboriginal and Torres Strait Islander peoples in the community, NSLHD has committed to establishing Yarning Circles at all NSLHD hospitals. Yarning Circles are sacred spaces that have been used by Aboriginal and Torres Strait Islander people for thousands of years. Yarning Circles create a culturally safe and welcoming environment to build respectful relationships and pass on wisdom and knowledge. Ryde Hospital has been identified as the first site in the project plan and following completion of the project at Ryde Hospital, Yarning Circles will be built at RNSH, HKH and Mona Vale Hospital. Aboriginal Health Services together with Ryde Hospital and the NSLHD Procurement team will work with a majority owned Indigenous project management company to undertake the design and construction of a Yarning Circle at Ryde Hospital.

NAIDOC Week 2021 will be celebrated across NSLHD from 4 July to 11 July 2021. The theme for this year is Heal Country! and is focused on seeking greater protection for land, water, sacred sites and cultural heritage from exploitation, desecration, and destruction. NAIDOC Week will be celebrated with a smoking ceremony at Ryde Hospital on 6 July 2021 and a smoking ceremony at RNSH on 7 July 2021.

### **Allied Health**

In collaboration with the MoH, Allied Health is participating in the Early Intervention and Prevention of Chronic Lymphoedema pilot. Under the new model of care, all patients planned to undergo breast surgery for the treatment of breast cancer are referred to the pilot and pre-treatment baseline measurements are recommended. An online PowerForm to facilitate ease of documentation and reporting has been implemented across all participating hospitals.

As part of the broader NSW budget for palliative care services, the MoH have provided funding for two additional allied health professionals. The positions have been provided to address the physical health needs of patients requiring supportive, palliative and end-of-life care both in hospital and community based settings. Allocation of funding is being led by Professor Katy Clark, NSLHD Clinical Network Director Supportive and Palliative Care, with the support of NSLHD Allied Health Managers and Sydney Home Nursing.

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

A final report has been received from the Australian Council of Healthcare Standards (ACHS) on the MHDA Accreditation Assessment held in March 2021. The report confirmed that accreditation against the National Safety and Quality Health Service (NSQHS) Standards Second Edition for MHDA has been awarded.

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

Oral Health has successfully trialed virtual interpreting services with the use of an iPad at the RNSH Dental Clinic. This process is expected to complement face to face and telephone interpreter sessions. Oral Health will now be introducing virtual interpreting to all other dental clinics within NSLHD in a phased roll-out with completion expected by November 2021.

### **Counter Disaster Unit (CDU)**

The State Preparedness and Response Branch has established an Emergency Management Forum. Participation in the Forum enables access to agency updates, awareness of the border, operational and recovery activities, strategic leadership and direction for NSW Health in preparing, responding and recovering from major incidents.

State Local Emergency Management Committees are revising local government area Emergency Plans (EMPLANs) and Consequential Management Plans to capture key learnings from the past 12 months. The reviews involve site assessments of suitability for evacuation centres from a public health perspective and exercising of the core contents in the multiagency environment.



## **COMMUNICATIONS**

### **Internal Media**

- Two NSLHD newsletters published in May 2021
- CE broadcasts on COVID-19 updates
- CE broadcast on domestic violence
- CE broadcast and promotion of International Nurses Day
- CE broadcast and promotion of International Day of the Midwife
- CE broadcast and promotion of International Day Against Homophobia, Transphobia and Biphobia
- CE and Director Aboriginal Health broadcast on National Sorry Day
- CE broadcast on Planetary Health and launch of the NSLHD Planetary Health Framework 2021-23, staff ideas portal and video
- CE Broadcast on the Patient Safety Culture Survey
- Promotion of the new Kolling Research series
- Promotion of the latest Medical Research Future Fund announcements
- Supported Graythwaite Rehabilitation Centre with the launch of the 'Welcome to Graythwaite' video

### **Social Media**

- The NSLHD Facebook page has almost 37,000 followers and posts have reached 170,000 people
- The NSLHD Twitter page had 56,000 page views in May 2021
- The NSLHD LinkedIn page had 136 new followers in May 2021
- The NSLHD Instagram page has 300 followers as of May 2021

### **External Media**

- Meningococcal media alert to northern beaches media on cases
- Channel 9 news story featuring Professor Manuela Ferreira on a joint Australian and United Kingdom trial investigating the effectiveness of knee transplant surgery for meniscus damage
- Channel 9 A Current Affair interview with Professor Rory Clifton Bligh on thyroid awareness
- Professor Johnathan Morris featured in multiple articles in the Daily Telegraph, North Shore Times, Manly Daily and North Shore Living on research into premature twins
- ABC Radio interviewed Professor David Hunter on his hand osteoarthritis research
- Promotion of a Lancet publication on heart disease in women profiling Professor Gemma Figtree and Dr Anastasia Mihailidou
- Media statement provided to North Shore Living on the Herbert St Precinct
- Media statement provided to Manly Daily on ambulances and ED pressure at RNSH
- Sydney Observer magazine interviewed A/Professor Elisabeth Murphy about the Focus on New Fathers program pilot

### **Upcoming Events**

- Ramsay Research Grants
- Patient Safety Culture Survey
- Minister Hazzard visit to the new HKH Clinical Services Building
- Kolling Research series

### **Projects**

- NSLHD Website developments
- Filming for the NSLHD Inclusion, Diversity and Belonging Video
- COVID-19 historical book
- NSLHD Research Annual Report
- St Leonards Health, Education and Research Precinct Plan

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

### **Clinical Informatics Projects**

#### **Electronic Medical Record (eMR) Upgrade**

An upgrade is underway to enhance all aspects of the eMR system including aspects involving emergency care, operating theatres, electronic medications management, and the community. The project is on track to be deployed on 3 August 2021 with no downtime for users expected.

NSLHD has been selected as a pilot site for a number of key NSW Health ICT projects. Key updates include:

- **Comprehensive Care eMR Solutions:** The first phase of the Comprehensive Care pilot is underway and includes Risk Screening and Assessment and Diagnosis solutions. It is anticipated that all components of the pilot will go-live by November 2021.
- **Smoking Cessation:** Planning for change and adoption activities has commenced, under the guidance of the Smoking Cessation Steering Committee. The project is sponsored by the NSW Health Chief Health Officer and Chief Cancer Officer, and is aimed at supporting the delivery and documentation of smoking cessation interventions.
- **Drug Burden Index (DBI):** The DBI pilot is undergoing an evaluation that will be complete by August 2021.
- **Electronic Record for Intensive Care (eRIC) and eMR Interoperability:** The Proof of Concept between eRIC and eMR has been successfully implemented at RNSH and HKH. The evaluation phase will be complete by June 2021 and will include system enhancements.

NSLHD continues to partner with eHealth NSW to implement a number of key ICT projects. Key project updates include:

- **eMeds Enhancement Project:** Enhancements to IV Fluids, Sepsis Pathway and Patient Friendly Medication Lists are being led by a dedicated project team and an implementation working group.
- **Waitlist Optimisation Project:** Work on a state-wide initiative to modernise the current waitlist functionality is underway and is expected to be implemented by November 2021.
- **End of Life Care:** Work is underway with the Palliative Care community team to establish clinics for the delivery of End of Life Care services and to automate the Palliative Care Outcomes Collaboration (PCOC) reporting using the eMR platform.
- **HKH Redevelopment:** Work continues to implement eMR changes required to support the new Pyxis ES machines, due for implementation from 7 June 2021.
- **Electronic Record for Neonatal Intensive Care Unit (eRIC NICU):** The planning and assessment phase for implementation of the system is currently underway.

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

The new RIS/PACS solution was successfully implemented at HKH, Mona Vale Hospital and Ryde Hospital on the 18 and 20 May 2021. Implementation at RNSH is planned for 2 June 2021.

### **ICT Digital Strategy**

The development of the new NSLHD/CCLHD ICT Digital Strategy is nearing completion. Workshops involving Executive Directors and other key clinical stakeholders were held in May 2021 to present the draft Strategy and confirm key priority areas. The Digital Strategy will guide our technology direction and roadmap for the next five years, supporting our organisational direction and alignment with NSW Health strategies. Launch of the Strategy is anticipated by end of June 2021.

### **Web Enhancement Project**

Stage 2 of the NSLHD website development is underway. Current projects include:

- Development of a dedicated consumer experience page
- Design and content planning for Mental Health Drug and Alcohol pages
- Design and content planning for Cancer Services pages
- Improvements on consumer experience content and services, based on feedback received from RNSH consumers

- Integration of the NSLHD Service Directory
- User testing on an A-Z Clinician Finder

### **Cyber Security**

NSLHD Cyber Security Roadmap activities continue with a current focus on improving the technology and configuration of the ICT network to better manage and monitor NSLHD ICT systems.

The NSW Government has published an updated version of the NSW Cyber Security Policy (version number 4). Cyber Security NSW has provided guidance on the submission of attestation documents based on the new version of the Policy. NSLHD ICT will be using the guidance documents for the 2021 Maturity Assessment and mandatory Essential 8 reporting.

Additional key updates for cyber security include:

- Annual testing has commenced on the resilience of the operating environment to identify opportunities to improve NSLHD's security posture
- Existing network tools were further expanded to improve the ability of our Cyber Security team to detect and monitor irregular network traffic
- Planning has commenced with eHealth NSW for deployment of an Enterprise Vulnerability Management System (EVMS) which scans all devices on the network. This creates greater oversight and management of third-party and vendor managed systems.

### **Active Directory Migration**

NSLHD and eHealth NSW have started migrating computers to the NSW Health (state-wide) directory. Macquarie Hospital, Community Health Centres and Early Childhood Centres, Ryde Hospital and HKH have all been migrated to the directory with a 90% success rate for machines in scope. The project team have continued to engage with site champions at RNSH to establish go-live dates and department specific communications.

## **MEDICAL SERVICES**

### **Junior Medical Officers (JMO)**

The JMO Mentorship Program will be launched in June 2021. The Program will allow JMOs to choose from a list of senior medical professionals who have expressed a desire to mentor and support JMOs in their career development. The list of mentors will be located on the NSLHD Intranet page and will include a short biography and photograph of each mentor.

### **Senior Medical Officers**

In line with NSW Health Policy *Credentialing and Defining Clinical Privileges for Senior Medical and Dental Practitioners in NSW Health*, credentialing processes for Senior Medical Officers are undertaken in intervals of no more than five years. NSLHD is currently at a 78% re-credentialing completion rate and will reach 100% compliance by the August 2021 NSLHD Medical and Dental Appointments Advisory Committee (MDAAC) meeting.

## **NURSING AND MIDWIFERY**

### **International Day of the Midwife and International Nurses Day 2021**

Events to celebrate International Day of the Midwife (5 May 2021) and International Nurses Day (12 May 2021) were held across the District. Celebrations included visits from the Chief Executive and Director Nursing and Midwifery, award ceremonies, food trucks and trivia competitions.

The NSLHD Nursing and Midwifery Directorate, supported by the NSW Health Nursing and Midwifery Office, held the annual NSLHD Nursing and Midwifery Directorate Awards. Award winners will have the opportunity to attend the National Nursing Forum held by the Australian College of Nursing Conference in Canberra in August 2021. Exceptional Nurses and Midwives were recognised across the following categories:

- Nurse and Midwife of the Year

- Educator of the Year
- Enrolled Nurse/Assistant in Nursing of the Year
- New Graduate of the Year

### **COVID-19 Vaccination Program**

NSLHD has now operationalised three COVID-19 Vaccination Hubs at RNSH, HKH and Mona Vale Hospitals. An average of 5,000 people are vaccinated per week in NSLHD COVID-19 Vaccination Hubs.

### **Nursing and Midwifery Workforce Update**

#### *Vaccination New Graduate Nursing Program*

NSLHD will deliver a unique new graduate nursing program for up to 20 Registered Nurses to supplement the NSW Health Vaccination workforce. The 1-year program will involve a 6-month rotation at the NSW Health Vaccination Centre - Sydney Olympic Park and a 6-month rotation in an NSLHD Hospital or Service. Recruitment to the program is currently underway.

#### *Graduate Recruitment Campaign 2022*

The NSLHD recruitment campaign for new graduate nurses and midwives for 2022 has commenced, in collaboration with the MoH. Interviews will take place from July to October 2021.

### **Maternity Services**

The Maternal, Neonatal and Women's Health Network has launched a Maternity Services Survey across NSLHD. The aim of the survey is to gain greater insight into the factors that inform women and their partners' decision making related to place of birth and maternity models of care. The survey has been launched on NSLHD social media channels as well as via posters in local Early Childhood Clinics, Antenatal Clinics and Maternity Units in both public and private hospitals. The survey has been created in the Quality Audit Reporting System (QARS) with quality reporting code access and will be open until 30 June 2021.

## **PEOPLE AND CULTURE**

### **Organisational Development and Capability**

Work has commenced on the design of the new NSLHD Senior Leadership and Talent Development Program following the selection of an external vendor partner. The Leadership Development Program for Cohorts 2 and 3 including frontline managers, team leaders and middle managers, is currently underway.

Roll out of the Speaking Up For Safety program continues across NSLHD. The implementation stage is next planned for Primary and Community Health (PACH) and HKH and trainers have been accredited across both sites.

Filming for the NSLHD Diversity, Inclusion and Belonging video has taken place, supported by the NSLHD Chief Executive. The objective of the video is to show staff, patients, consumers and the community that NSLHD is committed to making everyone feel included and that their thoughts, beliefs and views matter.

### **NSLHD Security Manager**

Recruitment is underway for a new NSLHD Security Services Manager. The newly established position will provide strategic oversight and governance of security services across NSLHD and will be integral in the development and implementation of an NSLHD Security Strategy. The Security Manager will be based in the People and Culture Directorate.

### **Employee Assistance Program (EAP)**

PeopleSense by Altius has been appointed as the new NSLHD EAP provider and will commence 1 June 2021.

### **Psychological First Aid and Moral Distress Training**

Psychological First Aid and Moral Distress Training is being developed to assist NSLHD managers support employees during and after critical incidents and emergency responses. The training will be piloted in July 2021 and will compliment safety and wellbeing initiatives already in place, as well as those implemented during COVID-19.

### **2021 Influenza Vaccination Program**

The NSLHD Influenza Vaccination Program commenced on 12 April 2021. To date, approximately 5,000 staff across the District have been vaccinated.

## **RESEARCH**

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

In line with the 2019-22 SHP Strategy, NSLHD is the lead partner for Platform 3: Key Information. Platform 3 projects, including the Research Passport are progressing with a trial to take place in September 2021.

### **NSLHD Research Strategy 2019-2024**

NSLHD continues to track progress against strategic priorities outlined in the NSLHD Research Strategy. Key achievements include development of an internet presence for research, establishment of a Clinical Trials Reference Group, and a fundraising strategy with the NORTH Foundation. Mid-term activities will be more strategic, including developing priority areas and continuing to grow our research impact and culture. A NSLHD Annual Research Report is due to be published by July 2021.

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

Key updates for Nursing Research and Practice Development include:

- 25 peer reviewed Nursing and Midwifery publications in 2021
- Two NSW Health Nursing and Midwifery Operations (NaMO) Nurse Strategy Fund applications 2021-2022 submitted
- Four NSW Health NaMO Nursing Innovation Scholarships 2021-2022 submitted
- Three NHMRC Ideas Grant under university submission process
- Researcher education program for 2021 sessions continue with good participation rates
- The Health Informatics Mentorship Program is progressing well and 12 CN/MCs, CN/MS and CNEs are enrolled
- NSLHD N&M Research and Practice Development Monthly Newsletter continues
- Research/practice inquiry consultations provided to nurses and midwives included improving the continuity of care for orthopaedic patients and quality improvement processes.
- Study *'Reducing medication administration errors using the behaviour change wheel: The ReMAde project'* (to be conducted in the neonatal and adult intensive care units) has commenced

### **Kolling Institute**

The Kolling Institute is in the initial phases of establishing a framework to measure and track research productivity across the Priority Research Areas (PRAs). Crucial to measuring impact of the Kolling Research Plan is the establishment of measures that will be benchmarked and evaluated. The current stage of the Research Plan development is focused on establishing baselines by which future targets can be identified and achieved.

The Kolling Institute is also working with researchers to develop a five-year infrastructure roadmap. This exercise will result in the development of an infrastructure plan to support the Kolling Research Strategy, providing opportunity for increased collaboration, improved research capabilities and ultimately, greater success in securing research funding. A prioritised list of infrastructure requirements will be developed and reviewed regularly, providing the basis for equitable allocation of available funds.

## **NORTH FOUNDATION**

### **Tick-Borne Research Project – Snow Foundation**

The NORTH Foundation is partnering with the Snow Foundation and NSLHD to support crucial research into diagnosis and treatment pathways for patients suffering with potential tick-borne diseases. The official launch of the Tick-borne Research Project will be held on 10 June 2021. The Snow Foundation has recently contributed funding for the purpose of supporting the Vector Borne Disease Program, which includes the clinical assessment, specialised research and testing to inform diagnosis and treatment of up to 80 new patients experiencing Vector-Borne Disease symptoms each year over the course of 5 years and the collection and storage of samples with the NSW Health State-wide Biobank.

### **NSLHD-NORTH Foundation Grants Program**

The first round of the NSLHD-NORTH Foundation Grants Program is now open. This new joint initiative between NSLHD and NORTH Foundation provides an opportunity for staff working across NSLHD to apply for funding which has been received as untied or semi-tied donations. The Grants Program Focus Areas are aligned to NSLHD priorities and each year a total of \$250,000 will be allocated across a wide range of project areas including:

- Patient Services Innovation & Improvements
- Research Innovation
- Community Well-being Programs
- Digital Health
- Staff Wellbeing
- Cancer Research

Expressions of Interest will be open until 18 July 2021.



Deb Willcox  
**Chief Executive**

**Date:** 10/06/2021