
**Chief Executive's Report to the NSLHD Board,
the Finance, Risk & Performance Committee,
and the Board, Audit & Risk Committee
August 2021**



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NSLHD PERFORMANCE

According to the NSW Health Performance Framework, NSLHD remains at Performance Level 0 – ‘No Performance Issues.’ This is the highest Performance Level attainable.

SAFETY AND QUALITY INDICATORS (July 2021)

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.5	0.5		≤ 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 ²		≤ 13.0%	11.6%	1.4%		≤ 13.0%	9.3%	3.7%
MH: APDC Follow Up Within 7 days ²		≥ 75%	84%	9.3%		≥ 75%	85%	10.3%
Unplanned Hospital Readmissions [#]		6.4%	5.8%	0.6%		6.6%	6.4%	-0.2%

¹Data 1 month delay

²Data 2 month delay

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

SAFETY AND QUALITY

NSLHD Safety and Quality Account 2020-21

The Clinical Governance Unit have commenced development of the NSLHD Safety and Quality Account 2020-21, in consultation with a broad range of stakeholders. The Account is an annual requirement in the NSW Health and NSLHD Service Agreement, aimed at documenting achievements that affirm the District's ongoing commitment to improving safety and quality. It will provide information on key state-wide mandatory measures, patient safety priorities, service improvements, integration initiatives and locally selected high priority measures. The Account will be submitted to the Ministry of Health in October 2021.

Consumer Participation and Patient Experience

Two Consumer Focus Groups were held in July 2021. The Focus Groups gave Consumer Advisors the opportunity to co-design the next NSLHD Safety and Quality Account and provide feedback on the new '*Partners in Care*' consumer resources on the NSLHD Website.

A Consumer Advisor Evaluation and Feedback Survey has been developed for Consumer Advisors to help inform the NSLHD consumer engagement program and identify opportunities for improvement. The survey will be open until 24 August 2021. A research grant has also been submitted for training and education for Consumer Advisors.

NSLHD Quality and Improvement Awards 2021

The NSLHD Quality and Improvement Awards celebrate the delivery of excellence in programs and initiatives designed to improve care quality. Following cancellation of the 2021 award ceremony due to COVID-19 restrictions, winners and finalists of the Quality and Improvement Awards were celebrated via an all staff Chief Executive email on 14 July 2021. There were eight winners across the following Award categories:

- 1. Transforming the Patient Experience Award:** End of Life Symbol, Palliative Care Clinical Network, NSLHD

2. **Delivering Value Based Integrated Care Award:** Deteriorating Resident Clinical Decision Tool (DETECT) Website, The Aged Care Rapid Response Team (ARRT), Beaches Rapid Access Care of the Elderly (BRACE) and Geriatric Rapid Acute Care Evaluation (GRACE)
3. **Excellence in Supporting the Mental Health of our Patients and Consumers Award:** Improving Carer Connection, Ryde Acute Team, North Shore Ryde Mental Health Service
4. **Keeping People Healthy Award:** Tobacco Dependence Management in a Smoke-Free Inpatient Drug and Alcohol, Inpatient Drug and Alcohol Service, Royal North Shore Hospital
5. **Local Solutions Award:** The ARRT of Telehealth, Aged Care Rapid Response Team, Royal North Shore Hospital
6. **Patient Safety First Award:** Towards Zero Falls @ Ryde, Falls Collaborative, Ryde Hospital
7. **Supporting our People and Culture Award:** A Time to Care – Supporting our CORE Casual Nursing Staff in Hornsby Mental Health, Mental Health Inpatient Units, Hornsby Ku-ring-gai Hospital
8. **Recovery and Resilience Award:** Delivering Paediatric Speech Pathology via Telehealth with a COVID-19 push, Speech Pathology, Child Youth and Family, Primary and Community Health

Patient Safety Culture Survey (PSCS)

The Project Team have presented the results of the PSCS to Executive Teams across all Hospitals and Services. A PSCS Survey Portal and Outcomes Report have been developed to enable further analysis of results.

PATIENT FLOW AND SERVICE ACCESS¹

The 2020 data provided reflects the effect of the COVID-19 pandemic on Emergency Department (ED) activity. Data from 2019 has been included for comparative purposes.

Across NSLHD, there were 13, 777 presentations to EDs in June 2021, an increase of 16.9% (1,992) compared to presentations in June 2020. When compared to June 2019, this demonstrates an increase of 2.8% (385) ED presentations.

NSLHD achieved 88% for Transfer of Care (ToC) in June 2021. Emergency Treatment Performance (ETP) for the month was 62%. Within this, Royal North Shore Hospital (RNSH) achieved 51%, Hornsby Ku-ring-gai Hospital (HKH) achieved 76% and Ryde Hospital achieved 72%.

NSLHD had 5 patients overdue for elective surgery at the end of June 2021, 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

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

ED Presentations

ED presentations to NSLHD for June 2021 increased by 1,992 patients overall when compared to June 2020. ED presentations to NSLHD for June 2021 increased by 385 patients overall when compared to June 2019.

There were 7,439 ED presentations to RNSH in June 2021. This is an increase of 17% (1,071 patients) when compared to June 2020, and an increase of 3% (213 patients) when compared to June 2019.

There were 3,824 ED presentations to HKH in June 2021. This is an increase of 6% (215 patients) when compared to June 2020, and an increase of 6% (197 patients) when compared to June 2019.

There were 2,514 ED presentations to Ryde Hospital in June 2021. This is an increase of 39% (706 patients) when compared to June 2020, and a decrease of 1% (25 patients) when compared to June 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 62% in June 2021 against the target of 81%. This demonstrates a decrease of 11% when compared to June 2020 (73%). This also demonstrates a decrease of 8% when compared to June 2019 (70%).

ETP at RNSH was 51% for June 2021, a decrease of 14% from June 2020 (65%). Presentation numbers increased by 17% (1,071 patients) when compared to June 2020. This was a decrease of 13% when compared to June 2019 (64%), with presentation numbers increasing by 3% (213 patients).

ETP at HKH was 76% for June 2021, a decrease of 8% from June 2020 (83%). Presentation numbers increased by 6% (215 patients) when compared to June 2020. This demonstrated no change when compared to June 2019 (76%), with presentation numbers increasing by 6% (197 patients).

ETP at Ryde Hospital was 72% for June 2021, a decrease of 10% from June 2020 (82%). Presentation numbers increased by 39% (706 patients) when compared to June 2020. This was a decrease of 9% when compared to June 2019 (81%), with presentation numbers decreasing by 1% (25 patients).

Transfer of Care (ToC)

ToC for NSLHD was 88% in June 2021 against the target of 90%.

ToC at RNSH was 75% for June 2021, this is alongside a 1% decrease in ambulance arrivals (23 ambulances) when compared to June 2020 and a 14% decrease in ambulance arrivals (240 ambulances) when compared to June 2019.

ToC at HKH was 85% for June 2021, this is alongside a 3% increase in ambulance arrivals (18 ambulances) when compared to June 2020 and an 8% decrease in ambulance arrivals (63 ambulances) when compared to June 2019.

ToC at Ryde Hospital was 94% for June 2021, this is alongside a 30% increase in ambulance arrivals (142 ambulances) when compared to June 2020 and a 1% decrease in ambulance arrivals (4 ambulances) when compared to June 2019.

ED Triage

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

NSLHD achieved 77% for Triage Category 2 against the target of 95%. Within this, RNSH recorded 71%, HKH recorded 88% and Ryde Hospital recorded 87%.

NSLHD achieved 70% for Triage Category 3 against the target of 85%. Within this, RNSH recorded 61%, HKH recorded 76% and Ryde Hospital recorded 85%.

NSLHD achieved 74% for Triage Category 4 against the target of 70%. Within this, RNSH recorded 69%, HKH recorded 80% and Ryde Hospital recorded 77%.

NSLHD achieved 88% 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 June 2021, there were 5 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic. District waitlist sessions continue across all sites to prioritise overdue patients for surgery where clinically appropriate.

ESAP for Category 1 patients was 100% against the target of 100%. Category 2 performance was 89% against the target of 97%, and Category 3 performance was 95% against the target of 97%.

A 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 (Rolling 12 Month) at RNSH for June 2021 was 5.42 days. This is above the target of 4.93 days.

The ALOS (Rolling 12 Month) at HKH for June 2021 was 3.78 days. This has been consistently below the target of 3.94 days for 12 months.

The ALOS (Rolling 12 Month) at Ryde Hospital for June 2021 was 5.14 days. This is above the target of 3.69 days.

NORTHERN BEACHES HOSPITAL (NBH) REPORT

ED Presentations

ED presentations to NBH for June 2021 (6,507 presentations, excluding COVID-19 Clinic presentations) decreased by 67 patients when compared to May 2021. NBH recorded 4,464 COVID-19 Clinic presentations for June 2021.

Transfer of Care (ToC)

NBH continues to perform strongly against ToC targets, achieving 98.8% in June 2021.

Emergency Treatment Performance (ETP)

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

Overall ETP at NBH was 78.6% in June 2021, a decrease of 0.7% from May 2021 (79.3%).

Admitted ETP was 35.7% in June 2021, a decrease of 8.5% from May 2021 (44.2%).

SERVICE IMPROVEMENT AND INNOVATION

Acute Post-Acute Care (APAC) Review Report

In 2019, the Chief Executive engaged the Ministry of Health to conduct a review of the Northern Sydney APAC Service to review the current function, structure and governance. The NSLHD APAC Review Implementation Committee was then established to develop solutions to recommendations outlined in the review, and to identify opportunities to increase referrals and improve patient flow across the District. From October 2021, the Service will be rebranded to Hospital in the Home (HiTH). Following consultation with a broad range of stakeholders, a new referral and intake model has been developed and medical staffing will be expanded to improve medical governance and meet the anticipated increase in referrals.

Virtual Care

As a result of COVID-19 restrictions, Occasions of Service (OOS) for non-admitted telehealth rapidly increased by over 600% (5,138 OOS) in July 2021 when compared to June 2021 (802 OOS).

INTEGRATED CARE

Planned Care for Better Health (PCBH)

The PCBH Project Team are progressing use of the MoH Risk of Hospitalisation algorithm as a source of enrolments for Chronic and Complex Care and Mental Health and Drug and Alcohol (MHDA) programs. Work is underway to centrally automate the administrative processes related to screening patients suggested by the algorithm and to enable appropriate information sharing between services.

Collaborative Commissioning

Sustainability testing of the Rapid Care for Frail and Older People Pathway is now complete. The Heads of Agreement between NSLHD, Sydney North Health Network (SNHN) and the MoH will be reviewed at the next SNHN and NSLHD Joint Executive meeting on 13 August 2021.

Specialist Outreach to Primary Care (SOFC)

The SOFC program had 84 referrals in July 2021, an increase of 22% increase from June 2021 (69 referrals). Initiatives continue to be developed to engage new GPs into the program.

FINANCIAL PERFORMANCE

The District's Net Cost of Service for July is not reported. Budgets for Financial Year 2021/22 will not be uploaded to the system until the end of August 2021.

SERVICE UPDATES

Aboriginal Health Service

The NSLHD Aboriginal Health Clinic, Bungee Bidgel, opened an Aboriginal and Torres Strait Islander COVID-19 Vaccination Clinic on 27 July 2021. The COVID-19 Vaccine Clinic is open two days per week and appointment uptake to date has been high.

Allied Health

The NSLHD Allied Health Recognition Awards will be held on 14 October 2021 (Allied Health Professionals Day) to acknowledge individuals and teams who have had extraordinary achievements in Allied Health practice. Winners of the Awards will be considered for nomination to the inaugural NSW Health Excellence in Allied Health Awards. Applications for the NSLHD Awards will close on 20 August 2021 and will be judged by an Allied Health Steering Committee. The following seven award categories are open for nominations:

1. Aboriginal/Torres Strait Islander Allied Health Professional of the Year

2. Early Career Allied Health Professional of the Year
3. Allied Health Assistant/Technician/Support Person of the Year
4. Allied Health Team of the Year
5. Allied Health Leader of the Year
6. Allied Health Professional of the Year
7. Allied Health Researcher/Educator of the Year

Mental Health, Drug & Alcohol (MHDA)

MHDA will be undertaking a body of work to align with the newly issued National Safety and Quality Digital Mental Health Standards (NSQDMH) which aim to improve the quality of digital mental health service provision, and protect service users and their support people from harm. The three NSQDMH Standards include 59 actions related to clinical and technical aspects of digital mental health services. An independent assessment scheme is being developed and is anticipated to be implemented in late 2021.

Primary & Community Health (PACH)

The Transitional Aged Care Program (TACP) Service have started to rollout the MoH Out of Hospital Care Program Palliative Care Packages. The End of Life (EoL) packages are non-clinical packages of case management and home care services delivered to patients who are in the deteriorating or terminal phase of a life limiting illness or condition. Since implementation on 1 July 2021, 35 referrals have been made with 33 active recipients.

Counter Disaster

The Regional Emergency Operations Centre (REOC) status has been raised to Standby and, in conjunction with Nepean Blue Mountains and Western Sydney Local Health Districts, NSLHD is prepared to provide Health Liaison Officers to support the response. Business rules and communication pathways are being established in preparation for an activation.

Three NSLHD staff have been offered places for Australian Medical Assistance Teams (AUSMAT) training in the Northern Territory. Training sessions will commence following easing of COVID-19 restrictions.

An evaluation and standardisation of the Emergency Codes Internal Response Team (IRT) training offered across NSLHD is underway.

COMMUNICATIONS

Internal All-Staff Media

- Two NSLHD newsletters were published in July 2021
- Chief Executive (CE) COVID-19 updates have been broadcast daily to all staff
- CE broadcast and video announcing the NSLHD Quality and Improvement Awards winners and finalists
- CE broadcast on the Patient Safety Culture Survey Results
- CE broadcast on the Director, Kolling Institute
- CE broadcast on STEPTember
- Poster created for cyber safety training

Social Media

- The NSLHD Facebook page had reached 700,000 people with approximately 39,000 followers
- The NSLHD LinkedIn page had 158 new followers and reached 30,000 people in July 2021
- There was a priority on COVID-19 public health messages and community awareness across all social media channels

External Media

- COVID-19 case alert statements provided to local media
- Media statement on COVID-19 vaccinations
- Media statement on COVID-19 healthcare worker incident at RNSH
- New HKH Parkinson's Disease Clinic article published in The Bush Telegraph
- Ryde Hospital redevelopment communications to community, including website and newsletter material
- The Medical News published a large report by Kolling researchers, including Professor Lyn March, as part of an international team which called for musculoskeletal conditions to become a global priority
- The Medical Republic published a report by Professor David Hunter who discusses the link between Warfarin and an increased risk of knee and hip replacements
- A/Professor Sarah Glastras, Kolling researcher and endocrinologist at RNSH, discusses the increasing numbers of women diagnosed with gestational diabetes and the increasing medical intervention in The Medical Republic
- A research collaboration has been announced with Regeneus, a clinical-stage regenerative medicine company and the Raymond Purves Bone and Joint Research Lab at the Kolling to improve therapies for osteoarthritis published in the ABN Newswire
- Kolling researchers are partnering with international and Australian experts to examine an innovative approach to nerve pain for those with spinal cord injuries published in North Shore Living
- Launch of a book highlighting the career of Professor Michael Cousins who established the world leading Pain Clinic at RNSH published in North Shore Living

Upcoming Events

- NSLHD Exceptional People Awards open
- NSLHD Allied Health Recognition Awards open
- NSW Health Awards open

Projects

- Work on the relocation of RNSH COVID-19 testing clinic including new web page, phone app and signage
- NSLHD Website developments
- COVID-19 support to vaccination hubs and hospitals
- COVID-19 historical book
- Finalisation of NSLHD Research Annual Report
- Finalisation of the Graduate Health Management Program webpage
- Assisting RNSH maternity unit team with a poster on Bilisoft for treating baby's with jaundice
- Finalising Diversity, Inclusion and Belonging video – to be shared on NSLHD Website, social media and with staff
- Supporting NSLHD Multicultural Health Service with COVID-19 safe video messages in different languages

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Clinical Informatics Projects

Progress against the Comprehensive Care, eMeds and Smoking Cessation Electronic Medical Record (eMR) enhancements continue. The project team are currently working with clinicians to map the future business processes. It is anticipated the projects will go-live on 30 November 2021.

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

- **Waitlist Optimisation Project:** Work on a state-wide initiative to modernise the current waitlist functionality is expected to be implemented by December 2021. Recruitment for a Project Team is underway.
- **End of Life Care:** The Palliative Care solution was implemented at HammondCare in June 2021. Work is now underway with palliative care stakeholders to automate the Palliative Care Outcomes Collaboration (PCOC) reporting system using the eMR platform.
- **Drug Burden Index (DBI):** The DBI pilot is in the evaluation period with an expected completion of August 2021.
- **Electronic Record for Intensive Care (eRIC) and eMR Interoperability:** Evaluation of the Proof of Concept between eRIC and eMR at RNSH and HKH is complete. A new version including system enhancements currently being tested and will be installed in August 2021.
- **Electronic Record for Neonatal Intensive Care (eRIC NICU):** The project is in the initiation phase with the inaugural Steering Committee meeting planned for September 2021. Recruitment of the Project Team is underway, with implementation anticipated by February 2022.

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

Performance issues will be addressed with a version upgrade that will be tested in August 2021. The Project Team has been expanded for a three-month period to complete the implementation of additional application functionalities.

Cyber Security

The annual attestation against the NSW Cyber Security Policy is complete. The attestation has been approved by the Chief Executive and submitted to eHealth.

Cyber Security Roadmap activities continue with a current focus on developing the Cyber Security Roadmap for 2021-22, focused on protecting core infrastructure and frequently used patient applications. This will align with the eHealth 'Essential 8 Uplift' program and includes a review of the District's most critical digital assets, ensuring effective controls are in place to prevent, detect and control any security breaches.

ICT Requirements for NSLHD Redevelopments

- **Manly Adolescent and Young Adult Hospice (AYAH):** NSLHD and Health Infrastructure (HI) are collaborating on the delivery of the ICT Plan, including working through patient entertainment requirements which will be unique for the AYAH patient cohort.
- **Ryde Hospital Redevelopment:** A workshop has been held with Deloitte and a Canadian public health organisation who have commenced a new hospital redevelopment using a 'Virtual First Strategy'.

MEDICAL SERVICES

Junior Medical Officers (JMO)

The Ministry of Health (MoH) has been assisting local health districts with the contract extensions of critical care Senior Resident Medical Officers (SRMO) and facilitating quarantine placements. The MoH have also been assisting NSLHD with the reintroduction of Assistants in Medicine (AiM) to support the COVID-19 medical surge workforce response.

The JMO Mentor Program will be officially launched in August 2021. A flyer for the program has been developed and will be distributed to all JMOs.

NURSING AND MIDWIFERY

COVID-19 Response

COVID-19 Testing Clinics

COVID-19 Testing Clinics across the District continue to have approximately 8,000 presentations per week. The Nursing and Midwifery Directorate have recruited to the newly regraded Nursing Unit Manager Grade 2 positions for all COVID-19 Testing Clinics (except RNSH where recruitment is currently underway).

COVID-19 Vaccination Hubs

The COVID-19 Vaccination Hubs are continue to vaccinate up to 5,000 people per week.

NSLHD COVID-19 Dashboard

A NSLHD COVID-19 Dashboard has been developed to assist Hospitals and Services with the management of staff following exposure to a person with COVID-19. The Dashboard provides an impact overview is able to identify the number of staff exposed, classification of exposed staff, positive and negative case results, vaccination status, exposure wards and locations, swab regimes for close and casual contacts and the number of patients who require community swabs and expected isolation end date.

Nursing and Midwifery Workforce

The Nursing and Midwifery Workforce team have been supporting the District's response to COVID-19 through:

- Recruitment of registered nurses to the NSLHD Public Health Unit to support current contract tracing activities.
- Recruitment and on-boarding of an additional 10 new graduate nurses to rotate through NSLHD COVID-19 Clinics, Vaccination Centres and the Public Health Unit.
- Recruitment of undergraduate Assistants in Nursing (AINs) on a casual basis who will be trained to work across COVID-19 Testing Clinics, Vaccination Hubs and the Public Health Unit.
- Recruitment and on-boarding of approximately 60 additional AINs to work across all areas of NSLHD and supplement current staffing levels.
- Development of roster templates as additional Vaccination Hubs are established across the state.

HealthRoster

Roster templates for acute facilities are being revised. The new templates have been updated to streamline complex rostering and provide visibility, as well as enabling more comprehensive reporting.

GradStart and MidStart Approximately 400 applicants will be interviewed for positions for the 2022 first year Registered Nurse Program, GradStart, from 16 August to 3 September 2021. 60 Nurse Unit Managers (NUMs) and Educators have volunteered to assist as interview panel members, and staff from the NSLHD Employee Services Team are assisting to conduct verification checks on all candidates.

Recruitment for the 2022 Midwife Trainee Program, MidStart, is now complete. Eight successful candidates have been selected and will be placed across RNSH and HKH.

Maternity Services

World Breastfeeding Week will be celebrated from 1 to 7 August 2021. The NSLHD Breastfeeding Network has established breastfeeding resources and facilities for staff at all NSLHD Hospitals and Services. Resources include information on access to breastfeeding rooms, other workplace provisions and entitlements and details regarding breastfeeding support in the community. Resources will be available on the NSLHD intranet, and will be included in information packs for new and returning staff members.

Patient Access and Logistic Unit (PALS)

The PALS unit has been contributing to the MoH Patient Journey and System Communication Working Group, and are working on the development of referral pathways of Neonatal and

Small Baby Inter-Hospital Transport. PALS has presented feedback from NSLHD NICU and nursery wards within NSLHD to the Working Group.

PEOPLE AND CULTURE

NSLHD People Plan

The People and Culture Directorate are in the process of developing a new NSLHD People Plan. The consultation process is underway with all staff across the District invited to complete a short validation survey and participate in a focus group series. This consultation will assist in the validation of existing work programs and priorities, as well as workforce needs outlined in the NSW Health Future Health Strategy.

Employee Services

The NSLHD Procedure *Aboriginal and Torres Strait Islander Recruitment and Retention Procedure* (PR2012_040) has been published. There is now a stronger emphasis on the proactive role of the Aboriginal and Torres Strait Islander Workforce Manager in supporting potential external applicants, working with hiring managers to identify targeted opportunities and overall career support for Aboriginal and Torres Strait Islander staff.

Vaccination Compliance Project

The Vaccination Compliance Project Team continues to work with the Occupational Staff Health Service to assist Healthcare Workers to meet the requirements detailed in NSW Health Policy Directive *Occupational Assessment, Screening and Vaccination against Specified Diseases*. Implementation of this Policy supports the District in meeting the National Safety Quality Health Service Standards (NSQHS) requirements for Standard 3.13 *Workforce Immunisation*. The team is currently working on manually migrating vaccination records into the state wide system VaxLink.

NSLHD Leadership Strategy and Action Plan

The NSLHD Leadership Strategy and Action Plan 2020-22 was launched on 23 July 2021, supported by the Leadership Advisory Board. The inaugural NSLHD Leadership Strategy gives NSLHD the opportunity to break down silos, work collaboratively and develop the next generation of leaders in NSLHD.

RESEARCH

Sydney Health Partners (SHP)

NSLHD researchers have been selected to participate in a trial Research Passport between NSLHD and Western Sydney Local Health District (WSLHD). Once complete, the trial will be expanded to other SHP health service organisations.

Nursing Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- Research intranet training site and Nurse Practitioner (NP) intranet website updated to MoH policy release
- Review of NP Scopes
- Researcher education program for 2021 sessions via Skype
- Clinical Researcher Development Program underway
 - Workshop 1: Translating Research into Practice
 - Workshop 2: Exploring the Research Question & Research Design
 - Masterclass Word and Endnote / Excel
- 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
- Support of N&M clinicians across NSLHD with individual and group meetings

- Four NSW Health NaMO Nursing Innovation Scholarships 2021-22
- Two NSW Health Nursing and Midwifery Operations (NaMO) Nurse Strategy Fund applications 2021-22 have been submitted

Kolling Institute

The draft Kolling Research Plan was presented to the Kolling Governance Committee on 21 July 2021. The finalised version will be presented for endorsement by the Governance Committee on 15 September 2021.

The Kolling Institute is working with The University of Sydney and NSLHD representatives to identify key research performance data that will inform monitoring of progress against established KPIs. The Kolling Executive Committee will work to baseline and test the integrity of the data and inform future reporting schedules and content.

The Kolling Institute has completed its first draft of a consolidated research infrastructure roadmap following consultation with Priority Research Area and Kolling cancer researchers. This process is aimed at developing an infrastructure plan that supports the Kolling Research Strategy and provides opportunity for increased collaboration, improved research capabilities and greater success in securing research funding. The plan is a living document that will undergo consistent and frequent review and modification to reflect the needs of researchers and provide the basis for allocation of funds should they become available and prioritisation of submission for infrastructure grants.

NORTH FOUNDATION

End of Financial Year Results

The NORTH Foundation raised over \$13.3 million over the last 12 months, largely driven by a significant growth in bequests. Donations over the last 12 months increased by 81%.

The top 15 major donors (non-bequest) for FY2020-21 contributed a total of \$3.5 million, representing 72% of total non-bequest donations. Donations directed to research comprised 65% (\$8.6 million) of the total donations, an increase of 40% from FY2019-20. Excluding bequests, Infectious Diseases was the most supported cause.

The Tax Appeal raised over \$320,000, a record appeal, with Emergency Department and Colorectal Cancer being the top recipients.

Focus Areas 2021-2022

The NORTH Foundation's focus areas for the 2021-2022 Financial Year include:

- Transition to DGR1 status
- Implementation of new Salesforce CRM
- Design of new Website 2.0
- Growth in Mid-level donors (<\$50K)
- Development of Philanthropy Council
- Launch of Grateful Patient Giving Program
- Launch of Bequests Program
- Development of alternatives to traditional philanthropy, e.g. Social Impact Investment
- Bespoke training sessions for healthcare staff and NSLHD Executive



Deb Willcox
Chief Executive

Date: 10.9.21