

CE Report



Health
Northern Sydney
Local Health District

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



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NSLHD PERFORMANCE

NSLHD remains at Performance Level 0 – ‘No Performance Issues’ In accordance with the NSW Health Performance Framework. This is the highest Performance Level attainable.

SAFETY AND QUALITY INDICATORS (October 2021)

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	0.6	0.4		≤ 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	11.4	1.6		≤ 13.0	13.3	-0.3
MH: APDC Follow Up Within 7 days ¹		≥ 75	91	16		≥ 75	89	13.5
Unplanned Hospital Readmissions [#]		6.4	5.4	1		6.6	5.5	1.1

¹Data 2 month delay

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

SAFETY AND QUALITY

Accreditation

The NSLHD National Standards Governance Committee continues to meet monthly to evaluate progress against each of the National Safety and Quality Health Service (NSQHS) Standards. Most recently, the Committee has focused on the NSQHS Standards Advisories and evaluation of actions related to Aboriginal and Torres Strait Islander health.

Real-time Patient Experience Surveying (RTPES)

A trial of the RTPES tool was conducted across Royal North Shore Hospital (RNSH), Hornsby Ku-ring-gai Hospital (HKH) and Ryde Hospital for a period of eight weeks. From 2022, one third of all NSLHD inpatient units will go-live with RTPES. The RTPES tool, developed by NSLHD and the Clinical Excellence Commission (CEC), will be used state-wide as part of NSW Health’s Elevating the Human Experience strategy.

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 included for comparative purposes.

Across NSLHD, there were 11,023 presentations to EDs in September 2021, a decrease of 7% (878 presentations) when compared to September 2020. When compared to September 2019, this demonstrates a decrease of 16% (2,101 presentations).

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

NSLHD achieved 93% for Transfer of Care (TOC) in September 2021. Emergency Treatment Performance (ETP) for the month was 61%. Within this, RNSH achieved 55%, HKH achieved 74% and Ryde Hospital achieved 60%.

As at the end of September 2021, NSLHD has 259 patients overdue for elective surgery. This is a reflection of the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to temporarily suspend all non-urgent elective surgery.

Emergency Department (ED) Presentations

ED presentations to NSLHD for September 2021 decreased by 878 presentations overall when compared to September 2020. ED presentations to NSLHD for September 2021 decreased by 2,101 presentations when compared to September 2019.

There were 5,807 ED presentations to RNSH in September 2021. This is a decrease of 12% (808 patients) when compared to September 2020, and a decrease of 21% (1,554 patients) when compared to September 2019.

There were 2,988 ED presentations to HKH in September 2021. This is a decrease of 6% (193 patients) when compared to September 2020, and a decrease of 13% (459 patients) when compared to September 2019.

There were 2,228 ED presentations to Ryde Hospital in September 2021. This is an increase of 5% (123 patients) when compared to September 2020, and a decrease of 3% (88 patients) when compared to September 2019.

Emergency Treatment Performance (ETP)

Overall ETP for NSLHD was 61% in September 2021 against the target of 81%. This demonstrates a decrease of 7% when compared to September 2020 (68%). This also demonstrates a decrease of 6% when compared to September 2019 (67%).

ETP at RNSH was 55% for September 2021, a decrease of 2% from September 2020 (57%). This was also a decrease of 3% when compared to September 2019 (58%).

ETP at HKH was 74% for September 2021, a decrease of 7% from September 2020 (81%). This was also a decrease of 2% when compared to September 2019 (76%).

ETP at Ryde Hospital was 60% for September 2021, a decrease of 23% from September 2020 (83%). This was also a decrease of 22% when compared to September 2019 (82%).

Transfer of Care (ToC)

Overall ToC for NSLHD was 93% in September 2021 against the target of 90%.

ToC at RNSH was 91% for September 2021, this is alongside a 13% decrease in ambulance arrivals (228 ambulances) when compared to September 2020, and a 14% decrease in ambulance arrivals (237 ambulances) when compared to September 2019.

ToC at HKH was 91% for September 2021, this is alongside a 4% decrease in ambulance arrivals (28 ambulances) when compared to September 2020, and a 13% decrease in ambulance arrivals (99 ambulances) when compared to September 2019.

ToC at Ryde Hospital was 86% for September 2021, this is alongside a 36% increase in ambulance arrivals (172 ambulances) when compared to September 2020, and a 14% increase in ambulance arrivals (84 ambulances) when compared to September 2019.

ED Triage

NSLHD met the target for Triage Category 1. Within this, all hospitals achieved 100%.

NSLHD achieved 75% for Triage Category 2 against the target of 95%. Within this, RNSH recorded 72%, HKH recorded 84% and Ryde Hospital recorded 75%.

NSLHD achieved 79% for Triage Category 3 against the target of 85%. Within this, RNSH recorded 78%, HKH recorded 85% and Ryde Hospital recorded 77%.

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

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

Elective Surgery Access Performance (ESAP)

At the end of September 2021, there were 259 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and MoH directive to temporarily suspend all non-urgent elective surgery activity.

ESAP for Category 1 performance was 100%. Category 2 performance was 78% against the target of 97%, and Category 3 performance was 56% against the target of 97%.

Category 3 performance results 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. NSLHD is currently reviewing options to outsource selected elective surgery cases to private hospitals.

Average Length of Stay (ALOS)

The ALOS (rolling 12 months) for admitted patients at RNSH for September 2021 was 5.26 days. This is above the target of 4.93 days.

The ALOS (rolling 12 months) for admitted patients at HKH for September 2021 was 3.19 days. This has been consistently below the target of 3.94 days for over 12 months.

The ALOS (rolling 12 months) for admitted patients at Ryde Hospital for September 2021 was 4.82 days. This is above the target of 3.69 days.

NORTHERN BEACHES HOSPITAL REPORT

ED Presentations

There were 5,223 presentations to NBH for September 2021 (excluding COVID-19 Testing Clinic presentations). This is a decrease of 6% when compared to August 2021 (5,538 presentations).

Transfer of Care (ToC)

NBH continues to perform strongly against ToC targets, achieving 98% in September 2021.

Emergency Treatment Performance (ETP)

Overall ETP at NBH was 69% in September 2021, a decrease of 5% from August 2021 (74%).

Admitted ETP was 48% in September 2021, an increase of 1% from August 2021 (47%).

SERVICE IMPROVEMENT AND INNOVATION

General Practitioner (GP) e-Referral

A pilot of HealthLink's electronic referral (e-Referral) system is being implemented in the Acute Post-Acute Care (APAC) service to support their new intake and referral model to streamline the process for GP referrals into the service. A broader rollout plan is being developed for 2022 and will include services such as Child, Youth and Family Health and the RNSH Ambulatory Care Centre.

Telehealth

The Agency for Clinical Innovation (ACI) invited NSLHD to present on their virtual care approach at a 'Lunch and Learn' Session as part of Telehealth Awareness Week. The RNSH Aged Care Rapid Response Team (ARRT) were selected a service to be profiled. ARRT are one of three geriatric outreach services in NSLHD. They provide rapid geriatric assessment and treatment to people at home or in a Residential Aged Care Facility (RACF). The ARRT use virtual care videoconferencing to enhance their services by enabling clinicians to rapidly assess patient conditions and provide instant responses. There are a number of additional reported benefits of the use of virtual care in the service including providing RACF clinicians with access to specialised geriatric advice, enabling RACF clinical teams to be directly involved in the care of their residents and reducing preventable ED presentations.

INTEGRATED CARE

Collaborative Commissioning

The Partnership Agreement, cost-benefit analysis and sustainability planning has been provided to the Ministry of Health (MoH) following endorsement by the NSLHD and Sydney North Health Network (SNHN) Joint Executive Meeting held 8 October 2021. Funding negotiations between NSLHD, SNHN and the MoH will take place in November ahead of moving into the Feasibility Phase.

FINANCIAL PERFORMANCE

General Fund

Overview

In October 2021, NSLHD recorded a Net Cost of Service (NCOS) of \$2.6M (-2%) unfavourable, resulting in \$31.7M (-6%) unfavourable 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 \$12.9M (-2.4%) unfavourable for October 2021 year to date. NSLHD continues to work closely with the MoH to assess the impact of COVID-19 on NSLHD's financial results.

District Finance, and each Hospitals and Services are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial sustainability. As at October 2021, approximately \$10.1M worth of EIPs have been either submitted or in the process of being drafted.

Total Expenses

In October 2021, NSLHD recorded \$3.3M (-0.5%) unfavourable year to date for Total Expenses (after adjusting for the impact of the COVID-19 response). Despite lower overall levels of activity, expenses have not decreased and remain at elevated levels.

NSLHD recorded \$51.5M overall year to date for COVID-19 incremental expenses. This includes expenses related to COVID-19 testing clinics, COVID-19 vaccination clinics and outsourced patient services activities.

Revenue

In October 2021, NSLHD recorded \$8.3M (-9.2%) unfavourable year to date for Total Own Sources Revenue. This is primarily driven by a reduction in private inpatient and outpatient activity due to COVID-19.

District Finance will continue to monitor and assess the impact of COVID-19 on NSLHD's revenue whilst working closely with each Hospital and Service to explore any revenue generating opportunities.

NSLHD is forecasting full year Revenue to be \$15.0M unfavourable.

Other item/s

As at 30 October 2021, the NSLHD operating bank account was \$6.5M.

SERVICE UPDATES

Aboriginal Health

NSLHD partnered with Sydney North Health Network, Northern Beaches TAFE (Gawura Aboriginal Learning Centre) and The Cottage Surgery (Manly Vale) to host a 'Yarn with the Mob about COVID' event on 30 October 2021. The event was held to provide the community with the opportunity to get vaccinated and to have a yarn with local leaders and health professionals about COVID-19.

Recruitment for a Palliative Care Aboriginal Health Worker has commenced. The Aboriginal Health Worker will support Aboriginal and Torres Strait Islander people to access Palliative Care Services across NSLHD. The role will serve as the primary conduit between NSLHD and Aboriginal and Torres Strait Islander communities, ensuring respectful, culturally appropriate and holistic end of life care is delivered.

Allied Health

The NSLHD Allied Health Recognition Awards were held on 14 October 2021 (International Allied Health Professions Day). Over 250 individual award nominations were received and the following winners were announced:

- Allied Health Assistant/Technician/Support Person of the Year: *Amanda Pollak, Pharmacy Technician - Royal North Shore Hospital*
- Early-Career Allied Health Professional of the Year: *Hayley Rawe, Occupational Therapist - Royal North Shore Hospital*
- Allied Health Professional of the Year: *Natalie Ko, Occupational Therapist - Ryde Hospital*
- Allied Health Leader of the Year: *Pauline Kemp, Manager Chronic Disease Community Rehabilitation Service – Primary and Community Health*
- Aboriginal/Torres Strait Islander Allied Health Professional of the Year: *Melinda Flower, Aboriginal Liaison Officer - NSLHD Aboriginal Health Service*
- Allied Health Team of the Year: *NSLHD Pharmacy Departments (RNSH, HKH, Ryde, Mona Vale and Macquarie Hospitals)*
- Allied Health Researcher/Educator of the Year: *Dr Lauren Monds - Mental Health Drug and Alcohol*

The Health Education Training Institute (HETI) Allied Health Workplace Learning Grants provide financial support to groups of Allied Health professionals seeking to develop their knowledge and skills via workplace learning opportunities. The following NSLHD Allied Health groups were successful for the 2021 program:

- Paediatric Occupational Therapy and Paediatric Speech Pathology - Bayley IV Accreditation Workshop: Paediatric Physiotherapy

- RNSH and Ryde Hospital Allied Health Services - Foundations for Building Trauma Awareness One Day Training

NSLHD Allied Health will also be involved in 10 HETI Cross Boundary grants with other Local Health Districts.

Mental Health, Drug & Alcohol (MHDA)

Mental Health Carers

The Outside the Box carer video has been created to share stories from local carers, who were invited provide insight into the valuable role that carers play in working alongside people with a lived experience of mental health issues. The project has been co-designed and co-produced with carers from the outset and has received the NSLHD Consumer Tick of Approval.

Primary & Community Health (PACH)

The Northern Sydney Central Coast (NSCC) BreastScreen services recommenced on 1 November following reduced services due to COVID-19. Oral Health will also resume all services from 29 November 2021.

Counter Disaster Unit (CDU)

CDU were assigned Operational Lead in the multidisciplinary response to support Bridge Housing and their clients to minimise transmission of COVID-19 in a commercial accommodation complex. Recommendations from the After Action Review highlighted the logistical challenges with providing a health response off site, and the need to support stakeholder engagement. Recommendations from the review have been incorporated into operational guidelines.

The CDU have participated in a number of summer preparedness and seasonal briefings with various external Emergency Management agencies including the Rural Fire Service (RFS), State Emergency Service (SES) and AUSGRID. These forums have informed planning arrangements for NSLHD and CDU preparedness activities.

COMMUNICATIONS

Internal Media

- Three NSLHD Newsletters published in October 2021
- Chief Executive (CE) COVID-19 updates were broadcast regularly to staff
- Continued live streaming CE broadcasts to staff on COVID-19. Live broadcast on COVID-19 Virtual Hospital with Dr Paul Collett, Medical Co-Director Virtual Hospital, and Jess Drysdale A/General Manager, Virtual Hospital and a broadcast on Workforce related matters with Paula Willisroft, Director People and Culture
- Promotion of the endorsement of the Kolling Research Plan

Social Media

- The NSLHD Facebook page has 40,000 followers, with posts reaching more than 100,000 individual people
- The NSLHD LinkedIn page has more than 130 new followers
- The NSLHD Twitter page has 40 new followers with 3,000 views
- Promotion of the reopening of BreastScreen NSW services across NSLHD
- COVID-19 public health messages and community awareness information has been published across all social media channels

External Media

- COVID-19 case alert statements provided to local media

- Daily Telegraph, Sydney Morning Herald, multiple radio station interviews with Paul Klarenaar, Director Health Promotion, NSLHD on research focussing on alcohol delivery services
- Assisted Health Promotion with media and social media in their *Drink Less. Live More.* campaign
- ABC Radio featured Professor Manuela Ferreira discusses her innovative research investigating the effectiveness of text messages to help treat back pain
- Promotion of researchers using Federal Government funding to improve the diagnosis of high blood pressure by broadening access to a 24 hour monitoring device
- Kolling researcher and RNSH senior scientist Dr Anastasia Mihailidou was part of a High Blood Pressure Research Council committee advocating for the change.
- Promotion of the Cardiovascular and Renal Research Showcase and the Kolling Research Seminar featuring A/Professor Grant Dewson and his latest work progressing our understanding of Parkinson's disease

Upcoming Events

- NSLHD Annual Public Meeting to be held 26 November 2021.

Projects

- Progress on design and production of the 2021 Year in Review.
- Supported Strategic Operations on the Planetary Health Annual Report.
- Supported People and Culture with the creation of a wellbeing poster.
- Assisted with the promotion of Your Little Head Start – a book by parents of a premature baby at RNSH NICU. Producing a short clip of Clinical Director, Maternal Neonatal and Women's Health Network Professor Michael Nicholl and RNSH NICU NUM Alexis Fox for a longer video for promotion of the book.
- Development of a branding framework to support the NSW Government's rebranding project.
- Development of videos showcasing HKH new redevelopment.
- Development and design of COVID-19 commemorative pin for NSLHD staff.
- HKH redevelopment change communications.
- Ryde Hospital redevelopment communications.
- Prevention and Response to Violence and Neglect (PARVAN) communications planning.
- Progress and production of the cyber security video with ICT.
- Manly Hospital AYAH communications.
- COVID-19 support to vaccination hubs and hospitals.
- COVID-19 historical book progress on update.

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

eMR/Clinical Systems Build

ICT Hardware and Infrastructure

ICT continues to support the COVID-19 response through the provision of network, hardware and onsite assistance including:

- Expansion of the COVID-19 Virtual Hospital
- Implementation of Welch Allyn patient monitoring for RNSH COVID-19 Wards
- Implementation of Rapid Antigen Testing eMR build for North Shore Ryde Mental Health
- Relocation of RNSH 'clean' ICU

Clinical Informatics Projects

eMR Comprehensive Care and Smoking Cessation Projects

New go-live dates for the Comprehensive Care (risk screening assessment, diagnosis and documentation workflow components) and Smoking Cessation Projects will be in the first half of 2022.

eMeds Enhancements

NSLHD continues to partner with eHealth NSW to implement several initiatives around electronic medications.

- Enhancements to IV Fluid Management are on track to be delivered by early 2022.
Drug Burden Index (DBI): The evaluation period for DBI pilot has been extended until the end of October 2021. There are plans to roll out the functionality across all sites with the suggested enhancements.

eRIC Implementation at RNSH Neonatal Intensive Care Unit (NICU)

The rollout across the RNSH NICU has been paused due to COVID-19. Technical meetings with eHealth NSW are continuing, however the recruitment for project resources has been put on hold.

Ryde Hospital Redevelopment

ICT continues to work with Health Infrastructure on ICT design and requirements for the building tender.

Microsoft 365 Digital Workspaces Project

The Microsoft 365 Digital Workspaces Project ensure NSLHD is a responsive and adaptive organisation by enhancing the digital experience, improving access to information, and providing the capability to effectively collaborate and communicate within and across NSLHD. This 18-month project is in the planning phase with recruitment of the project team in progress and with the intent to upgrade current digital platforms to Microsoft 365 including:

- NSLHD Intranet Upgrade, SharePoint Team Sites, Video Conferencing infrastructure, collaboration and communication platforms
- Introducing an ICT Digital Services Team to support our staff and clinicians in the transition, improving usability and ensuring sustainability
- Provision of digital solutions, consulting services and delivery

MEDICAL SERVICES

Junior Medical Officers (JMO)

The JMO Annual Medical Recruitment Campaign for the 2022 clinical year is nearing completion. NSLHD (including Northern Beaches Hospital) advertised 115 positions.

NURSING AND MIDWIFERY

COVID-19 Response Team

COVID-19 Screening Clinics

Six Gradstart Registered Nurses have joined the COVID-19 Response New Graduate Program in the COVID-19 Screening Clinics teams, three have commenced at RNSH and three have commenced at HKH.

Nursing and Midwifery Workforce

The Nursing and Midwifery Workforce is working with Hospitals and Services to onboard new first year undergraduate Assistants in Nursing (AiNs). The AiNs have been recruited by the MoH and will work in a supernumerary capacity for six months.

Interviews for Transitional Enrolled Nurses are currently underway with provisional start dates in November 2021 and January 2022.

GradStart 2022 campaign

First and second round selection of candidates has been completed in consultation with NSLHD Directors of Nursing and Midwifery.

Maternity Services

Nurse Strategy Funding has been allocated to implementation of a Maternity Antenatal Postnatal Service (MAPS) at RNSH and HKH. MAPS is a model of care that provides woman centred care by a known midwife throughout the antenatal and postpartum period of a woman's journey. Research has demonstrated the value and acceptability of implementing this model of care from the perspective of women, midwives and obstetricians. MAPS is a continuity of care model that provides:

- Antenatal care with a known midwife for the duration of the woman's pregnancy.
- Postnatal care in the home, after discharge from the maternity unit, with the same known midwife.
- Collaboration with other health care professionals will be provided as needed and coordinated by the known midwife.

Patient Access and Logistic (PALS) Unit

The PALS Unit has focused on the scheduling of the NSLHD COVID-19 shuttle bus and have assisted the HealthShare NSW Patient Transport Service with the timely transport for discharging COVID-19 positive patients.

PEOPLE AND CULTURE

Education and Development

The Sydney Clinical Skills and Simulation Centre have recommenced external courses. Planning is currently underway to facilitate the provision of various internal and external educational forums in 2022.

The NSLHD Domestic Violence Staff Support Program Project has initiated an educational program scheduled to commence in November 2021. This program will provide an opportunity for Human Resources managers and other people leaders to enhance their capability in supporting staff who may be experiencing Domestic and Family Violence.

Exceptional People Awards 2021

The Exceptional People Awards 2021 have been rescheduled to 25 February 2022. Award nominations will reopen in November. The Exceptional People Awards provide NSLHD staff with the opportunity to acknowledge and celebrate individual staff members and teams who embody the CORE values and make a difference.

People Matter Engagement Survey (PMES)

The PMES annual survey results have now been collated. Hospital and Service reports have been distributed to each General Manager and Service Director. The Organisational Development and Capability team will meet with each Hospital and Service to assist in the development of collaborative action plans.

COVID-19 Vaccinations

The People and Culture Directorate and the Vaccination Compliance Project teams have been supporting employees in the District to ensure compliance with the Public Health (COVID-19 Vaccination of Health Care Workers) Order 2021, requiring all Healthcare Workers to have received at least one dose of a COVID-19 vaccine or have been issued with a medical contraindication certificate before 30 September 2021, and have received two doses of a COVID-19 vaccine before 30 November 2021.

Living with Delta - Managing Team Wellbeing Workshops

Ten virtual training workshops titled Living with Delta – Managing Team Wellbeing, have been scheduled between November 2021 and January 2022 for managers across the District. The workshops will focus on providing practical solutions to help leaders manage team wellbeing, when moving from pandemic response to working and living with COVID-19.

Psychological First Aid Workshops

Two Psychological First Aid Workshops are being developed. One Workshop will target staff that are being deployed in emergency assistance settings such as with bushfire or flood response. The second Workshop is for team leaders supporting deployed staff.

STEPtember

The final fundraising total raised by NSLHD was in excess of \$81,000, which is a fundraising record for the District. A virtual thank you presentation was held on 1 November 2021 with a representative from Cerebral Palsy Alliance and A/Chief Executive, NSLHD, Lee Gregory, in attendance. Prizes, trophies and certificates were given to the highest fund raising and stepping teams and individuals.

RESEARCH

Sydney Health Partners

NSLHD has been named as one of two pilot sites for a Clinical Trial Management System (CTMS). The CTMS will be rolled out at all Local Health Districts by the end of 2022.

NSLHD is hosting a Clinical Trials Forum in November 2021, to review the key changes ahead with relation to Clinical Trials, including the CTMS and Clinical Trials Accreditation, which is expected to commence in July 2022.

Nursing and Midwifery Research and Practice Development Centre

Key updates for Nursing Research and Practice Development include:

- The research education program will continue for November and December 2021 and additional sessions will be added to catch up on cancelled sessions during September and October 2021.
- Research practice inquiry forum to continue as programmed
- Nurse Practitioner intranet website site updated with approved scopes
- NSLHD Nursing and Midwifery Research and Practice Development Monthly Newsletter continues
- Support of Nursing and Midwifery clinicians across NSLHD with individual and group meetings
- Professor Fry ICEN Scientific Co-Convenor for 18th International Emergency Nurses Conference Sydney
- RNSH Emergency Department recognised as a finalist for the 2021 ANZHFR Golden Hip Award, for being one of the top performing hospitals in caring for patients with a hip fracture (Dr Mark Gillett, Sarah Wilks, Lesley Fitzpatrick, Justin Bowra, John Vassiliadis, and Professor Margaret Fry).
- RNSH Emergency Department was awarded department of the year by the College of Emergency Nursing Australasia at the awards ceremony for the International Conference for Emergency Nurses

Kolling Institute

The new Kolling Research Plan was endorsed at the October 2021 Kolling Institute Governance Committee. The plan was presented to the Governance Committee after input from the Kolling Executive Committee, the joint venture partners, researchers and the NORTH Foundation. It details the implementation of the strategy, representing a roadmap for the institute over the next five years. The Research Plan provides a robust strategic framework while assisting researchers to increase the impact of their work. It defines a range of goals, timelines and measurable steps. The key goals of the Kolling Institute Research Plan include:

- Expanding research collaborations
- Diversifying and increasing large-scale research funding
- Optimising the quality of research outputs
- Positively impacting the outcomes and experience of patients and our community
- Building on our world-class science, culture and workforce

The Committee welcomed steps to align the plan with the strategic direction of the joint venture partners. It also supported initiatives which would see the Kolling Institute further leverage the resources and expertise of the respective partners.

NORTH FOUNDATION

2021 Christmas Appeal

The 2021 NORTH Foundation Christmas appeal will commence 4 November 2021 and continue until 31 January 2022. The appeal will be marketed through direct mail, emails, social media and the NORTH Foundation website.



Deb Willcox
Chief Executive

Date: 10/11/2021