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**Chief Executive's Report to the Finance, Risk and Performance Committee,  
Board, Audit & Risk Committee and the NSLHD Board  
November 2018**

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## **NSLHD PERFORMANCE**

NSLHD remains on Performance Level 0.

## **SAFETY AND QUALITY**

### **Medication Safety Awareness Week 22-26 October 2018**

Northern Sydney Local Health District (NSLHD) will be hosting a number of events across the week including Medication Awareness Week 'Grand Rounds' on 30 October 2018 and the 2018 Medication Safety Symposium on Wednesday 24 October. The theme of the symposium is "*Transitioning to e-Medication*". A diverse group of expert speakers and panel guests will discuss how we champion e-Med safety and digital optimisation. A focus of the symposium will be on how we can harness the information that these systems provide to drive change and enhance patient safety and improve patient outcomes.

### **Clinical Practice Improvement Workshop**

To support improvements in clinical practice across NSLHD, the District Clinical Governance Unit hosted a *Clinical Practice Improvement Workshop* with attendees from our Hospitals and Services. The course provides front line staff with the skills and tools to undertake a quality improvement project in their clinical work areas. The interactive workshop teaches participants how to define clinical processes and to prioritise opportunities to improve those processes, using diagnostic techniques, statistical process control and effective team skills to engage individuals in redesigning clinical practices. Ongoing guidance and support is made available to participants undertaking a project in their clinical area.

### **Leading Better Value Care – Falls**

The Leading Better Value Care "Falls in Hospital Quality Improvement Collaborative" in NSLHD has focused on systemised approaches to improving care for patient >70 years in an acute hospital setting. Eleven teams from NSLHD participated in monthly coaching sessions led by the Clinical Excellence Commission (CEC) as well as structured CEC Learning Sets.

Teams are now in the final stages of completing 'Sustainability Action Plans' which will be submitted to the CEC at the end of October 2018. The Plan will include an assessment of the capacity of each team to maintain current strategies, and the readiness to explore rollout of successful initiatives to other wards. District and Hospital/Service Falls Prevention Committees will provide ongoing support of the NSLHD teams and their initiatives.

### **Safety & Quality Account**

Preparation of the 2017/18 NSLHD Safety & Quality Account is in the final stages and the Account will be submitted to the Ministry of Health shortly. Endorsement from the NSLHD Board will be sought prior to submission.

## **PERFORMANCE**

### **Summary**

Emergency Treatment Performance (ETP) has improved by 1% compared to the same period in 2017 and Transfer of Care (ToC) remained the same at 93% (meeting the target of 90%).

While ED presentations reduced slightly compared to the same month last year, the trend continues that there is an increase in the acuity of presentations and hence the number of admissions to hospital. At RNSH in September 2018 the number of triage category 2 presentations (see within 10 minutes) increased by 9%, and the number of patients admitted increased by 323 patients.

NSLHD remains focussed on improving patient flow and demand management at RNSH and across the District. Work continues to deliver the new ETP Recovery Plan which is now twelve weeks into implementation of strategies and generating positive results.

### **ED Presentations**

ED presentations to NSLHD for September 2018 decreased by 0.9% compared to the target for the month, and decreased by 0.4% compared to September 2017. Within this, compared to the same month last year presentations have increased at RNSH (2.9%) and Hornsby (2.2%), but decreased at Manly (3.6%), Mona Vale (3.5%) and Ryde (8.5%).

For the year to date NSLHD has experienced a 4% decrease in ED presentations which is 3.6% below the activity target. This was due to the exceptional winter influenza season of 2017 not being repeated.

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

ETP for NSW was 70.9% in September 2018, an improvement of 1.7% compared to the same month last year (69.2%).

NSLHD ETP for September 2018 was 71%. This is 1% higher than performance in September 2017.

Manly Hospital (84%), Mona Vale Hospital (84%) and Ryde (81%) hospitals met the target of 81% and demonstrated improvements compared to September 2017. Hornsby Hospital achieved 73% ETP, an improvement from 69% in September 2017.

In September 2018, ETP at RNSH was 58% compared to 60% in September 2017, despite the increased admission rate. As well as a 2.9% increase in ED presentations, the number of triage category 2 presentations has increased by 9%. This has resulted in the admission rate increasing from 39% in September 2017 to 42% in September 2018, an actual increase of 323 patients admitted from ED.

RNSH continues to be closely supported by the Ministry of Health through the 'ETP Watch List' process to identify barriers and review strategies for improve performance. As part of this process, RNSH submits a detailed ETP Recovery Plan to the Ministry of Health each week detailing actions/strategies, risks/barriers, and outcomes/updates.

### **Transfer of Care**

ToC performance for the NSW was 90% in September 2018 an improvement of 3.4% compared to the same time last year (86.6 %).

ToC performance for NSLHD for September 2018 was 93% against the target of 90%, an increase of 2% compared to the previous month and the same as was achieved in September 2017.

In September 2018 RNSH achieved 88% TOC, an improvement of 6% compared to the month prior, and a 1% improvement compared to September 2017.

### **Emergency Department (ED) Triage**

NSLHD met the ED triage targets for all categories. Within this, all sites achieved the targets for category 1 (within 2 minutes), category 4 (within 1 hour) and category 5 (within 2 hours). However, the target of 80% within 10 minutes for category 2 patients was not met by RNSH (75%) and Ryde (77%), and the target of 75% within 30 minutes for triage category 3 patients was not met by RNSH (68%).

### **Elective Surgery Access Performance (ESAP)**

At the end of August 2018 there were no patients overdue for elective surgery, maintaining the improvement in performance from the first half of 2018.

The target for Category 1 (surgery within 30 days) and category 3 (surgery within 365 days) was achieved across all sites in September 2018, with performance at 100% and 97% respectively. NSLHD was slightly below target for ESAP category 2 with a result of 93% against a target of 97%.

Maintaining the improvement in performance remains a key priority for RNSH and the Hospital remains on weekly reporting and fortnightly teleconferencing with the Ministry of Health to support improvements in ESAP.

### **Average Length of Stay**

Average Length of Stay (ALOS) in August 2018 at Manly and Mona Vale is stable with ALOS of 3.55 days and 3.18 days respectively. ALOS has been consistently below target for 24 months.

The rolling 12 month ALOS at Hornsby is 3.88 days, a decrease of 0.8 days from the same period the year prior.

The rolling 12 month ALOS at RNSH and Ryde hospitals are stable at 5.11 days and 4.10 days respectively.

## **FINANCIAL PERFORMANCE**

### **General Fund**

#### *Overview*

The LHD's NCOS for September was \$0.1M (0.1%) unfavourable, resulting in \$3.9M (1.1%) unfavourable YTD.

Roadmaps are currently in draft to address the financial needs and expectations of the District. These are expected to be completed and operational in November 2018.

#### *Total Expenses*

Total Expenses were \$0.7M (0.6%) unfavourable for the month and \$3.8M (1.0%) unfavourable YTD. The unfavourability for the month was driven by overtime in RNS of \$0.7M mainly due to un-rostered JMO overtime. Currently a number of roadmaps are in draft to address this issue going forward.

#### *Revenue*

Total NSLHD Own Sources Revenue was \$0.8M (4.2%) favourable for the month and in line YTD. The favourability for the month is mainly driven by favourable Patient Fees of \$0.4 M and User Charges \$0.3M. The increase in patient fees is mainly due to Overseas Visitor and Work Cover patients.

#### *Other item/s*

Other Items for the month is \$0.1M favourable and \$0.2M favourable YTD. The LHD continues its implemented courtesy SMS reminder and text follow-up system for those accounts which are outstanding. The Patient Fee Debtor is 4.76% for the month which is favourable against the target of 5%.

## **OPERATIONS**

### **Innovation Program**

The third Pitch event of 2018 is scheduled for 16 November 2018 from 3.00pm to 5.00pm in the Kolling Auditorium. Five applicants have been shortlisted to 'pitch' their idea to the judging panel for a share of up to \$50,000:

- *Heart Team Tracker (TAVI)*: An App that tracks TAVI patient interventions and follow up. The App will be linked with eMR. Project Lead: Kunwar Bhatia, NSLHD
- *The Master Class Online eLearning*: An online education and learning platform for paediatric diabetes patients with Continuous Glucose Monitoring. Project Lead: Shihab Hameed, RNSH
- *Intensive Community Care - ICU Follow-up Clinic*: Equipment to support ICU running a follow-up clinic to manage patients with Post Intensive Care Syndrome. Project Lead: Wade Stedman, RNSH
- *New Sensations*: Sensory modulation equipment to support patients to regulate their emotions. Project Lead: Amy Spears, MHDA, Hornsby
- *Moving Physiotherapy Exercises Online*: Enhancing the current free physiotherapy exercise resource to include best practice exercise sets (for example, exercise packs for knee reconstruction). Project Lead: Lisa Harvey, NSLHD.

The inaugural Innovation Program project 'Nutrition Talks' funded in 2017 has completed implementation (<https://www.nslhd.health.nsw.gov.au/nutrition-talks>). Melissa Scattergood (Senior Dietician) will be presenting the results of the initiative at the Allied Health Symposium on 8 November 2018 and at the Annual Public Meeting on 7 December 2018.

### **The Strategy and Service Integration Team**

The Manager, Strategy and Service Integration (SSI), NSLHD, has been appointed following the resignation of the previous incumbent. The SSI Team are progressing the Ambulatory Care Centre (ACC) Improvement Project with eleven clinical criteria for the acceptance of referrals from General Practitioners into the medical clinics drafted in consultation with clinicians. Once finalised, acceptance criteria will be published on the NSLHD website and used by the Sydney North Primary Health Network to inform the development of Health Pathways for NSLHD.

Ongoing improvements are being made to the ACC call centre to reduce the wait times for patient and clinicians that phone in and to be more responsive to specific requests. Work has commenced with Orthopaedics, which is the first of the priority clinics with long wait times.

### **Best Care Together Program**

As detailed above in the ETP Recovery Strategies, the Best Care Together program is working closely with 4 high volume wards (6B, 6D, 7F and 8B) at RNSH to increase the number of discharges before 1200hrs by improving factors that prevent/delay timely discharge. Data indicates that ETP performance is currently limited by a delay in transfers out of the ED, due to a lack of bed availability. This project aims to improve timeliness of discharge to provide greater bed availability to ED earlier in the day.

The team are using an approach that not only focuses on improving performance, but also builds improvement capability and promotes sharing across the participating teams. All multidisciplinary (medical, nursing, pharmacy, occupational therapy, physiotherapy and social work) teams have attended 3 training sessions run by the Service Improvement team, providing training on project, change management, PDSAs and using data for improvement. There have been a total of 16 PDSAs undertaken thus far across the 4 wards leading to improvements in discharge performance. All wards have shown improvement in before midday discharges.

## **NATIONAL FUNDING REFORM / ACTIVITY BASED FUNDING**

### **Acute ABF Separations**

Acute ABF separations for September 2018 were 0.6% above target, and increased 2.1% compared to the same period last year.

Year to date, Acute ABF separations for NSLHD are 1.3% below target, but increased by 3.3% compared to the same period last year. Across the LHD, separations have increased by 6.9% at RNSH and 2.4% at Manly, but decreased by 5.6% at Ryde Hospital.

### **NWAU**

Acute inpatient NWAU are 1.1% above target for the month of August 2018, and increased 1.6% compared to the same period last year. Compared to August 2017, acute inpatient NWAU have increased at RNSH (5.9%) but decreased at Ryde (7.2%) and Mona Vale (17.9%).

## **COMMUNICATIONS**

### **2018 NSLHD Annual Public Meeting**

The theme of the 2018 NSLHD Annual Public Meeting (APM) is 'Research and Innovation'. The APM is scheduled for Friday 7 December 2018, 2.30pm, Kolling Auditorium, Royal North Shore Hospital and invitations have been issued to all NSLHD staff and key external stakeholders.

Key speakers will include Professor Bill Walter, Chair of Orthopaedic and Traumatic Surgery (Research) and Ms Melissa Scattergood, Senior Dietician, Royal North Shore Hospital (Innovation) and well as a Panel discussion moderated by Professor Mary Chiarella, Board Member. The Panel will include representatives from the NSLHD Board, Nursing & Midwifery Services, Allied Health, Medical / Research, and a Consumer.

### **Media**

- There were 32 print media articles, 3 radio and 6 TV items in October. More than 207,000 people reacted to the 104 Hospital Facebook posts.
- Six Newsletters were produced including District news, HKH Redevelopment Stage 2 newsletter and Northern beaches and Royal North Shore Ryde newsletters.
- Channel 7, 9 and 10 and ABC televised stories on the transfer of patients from Manly Hospital to the new Northern Beaches Hospital. Channel 9 covered transfer of patients from Mona Vale Hospital and the first baby born at the new hospital.
- A communications strategy has been developed to assist with improving internal communications and promote Kolling Institute research externally.
- A revised seminar series has been planned for 2019 to entice more Kolling research teams to present.
- A quarterly Kolling community newsletter will be produced, starting in 2019, to promote the activities, good research stories and staff profiles to the community, philanthropic organisations and research entities.
- Working on promotion of Prof Bill Walter's first ceramic on ceramic hip operation scheduled to occur in November.
- Sydney Morning Herald published 2 page media article on the Royal North Shore Hospital's 130th Birthday and launch of the RNSH coffee table book and celebratory events.
- Women's Weekly posted two page media article on triplets born at RNSH.

### **Events**

- RNSH celebrated its 130<sup>th</sup> Birthday on 29 October with the launch of the RNSH Coffee table book. The official birthday ceremony was attended by Ms Felicity Wilson MP, Mr Trent Zimmerman MP, former patient of RNSH and volunteer members. Health promotion and NSW Pathology presented stalls offering information and health and wellbeing checks.
- Celebratory activities continued at Manly and Mona Vale Hospital including Time Capsule at Manly, time in service awards, handing out of memorial blocks to staff members.
- Planning is underway for the Annual Public Meeting and advertising will be include in local newspapers along with NSLHD social media pages, NSLHD Intranet and NSLHD and Hospital newsletters.
- Manly and Mona Vale Hospital Ball/cocktail parties were held in October.

- The announcement of the Adolescent and Young Adult Youth Hospice has been scheduled for 17 November 2018 with the NSW Premier and Minister for Health to attend along with Mr James Griffin MP.
- Member for Hornsby Matt Kean unveiled the Bungee Bidgel Mural at the Hornsby GP Training Unit.
- Member for Hornsby Matt Kean presented prize to local schoolboy winning entry in the Name the Crane competition for the Hornsby Hospital redevelopment.
- Clean Up Hornsby Hospital Day organised for 14 November.
- Preparation underway for virtual reality launch of redevelopment so staff and community can view what the new Hornsby Hospital interiors will look like.
- New murals of old and new hospital are being erected in the Lumby Building of Hornsby hospital.

### **Community Awareness**

- Community presentations aimed to share information regarding the opening of NBH are continuing across the Northern Beaches suburbs.
- The community awareness program, around the change in services at Mona Vale and Manly Hospitals is progressing with brochures distributed throughout the Northern Beaches to 80,000 households.

### **ABORIGINAL HEALTH SERVICES**

The NSLHD Aboriginal Health Service has recruited to an Aboriginal Liaison Officer for the District to assist in providing culturally appropriate support, to our Aboriginal and Torres Strait Islander patients and broader community.

A representative from NSLHD Aboriginal Health Services attended the 'Older Persons Mental Health Service' Mental Health Forum at Ryde Eastwood Leagues Club on the 17 October to open the forum with an Acknowledgment to Country and provided a brief overview of the NSLHD Aboriginal Health Service.

Plans are underway to celebrate the 10 year anniversary of the Aboriginal and Torres Strait Islander Women's Health Check Day at Bungee Bidgel, Hornsby, on 8 November 2018. Services available on the day will include: Breast Screening services, Optometry, general health checks and dental checks.

### **PRIMARY & COMMUNITY HEALTH**

In October 2018, Primary and Community Health (PACH) were audited against the Work, Health and Safety (WH&S) Audit Tool. Audits against the Tool occur across NSLHD on a two-yearly basis and aim to ensure a consistent and effective approach to assessing whether a hospital or service complies with its WH&S legislative obligations as well as identifying opportunities to improve performance. The auditors visited a number of PACH sites and engaged with a broad range of staff. Initial feedback has been very positive and with a number of PACH services and teams acknowledged for their efforts in relation to WH&S. The final report will be available in November 2018.

### **COUNTER DISASTER**

- Exercise Zenith was a Multiagency Exercise that was held at the Zenith Theatre in Chatswood on 2 October 2018. It was held by the North West Metropolitan Regional

Emergency Management Committee (REMC) in order to test and exercise agencies within the local area on multiple, complex and unique incidents and lines of communication and coordination in a hybrid desktop exercise. Twelve employees attended advocating the health response from both a clinical and administration perspective.

- The Counter Disaster Unit has been undertaking extensive background work in assisting Northern Beaches Hospital to achieve Operation Readiness in relation to Emergency and Disaster Planning. It has been essential to establish and maintain lines of communication moving into the future of the Northern Sydney Local Health District services and partnerships.

## **PLANNING**

The review and update of current NSLHD Clinical Services Plan is continuing to progress well. The aim is to develop a four year outlook for clinical services in NSLHD hospitals and an intranet site is now live at:

<http://intranet.nslhd.health.nsw.gov.au/ClinicalNet/csp/Pages/default.aspx>

To facilitate clinician input into the review process, a number of 'Think Tanks' will be held across the District to encourage targeted discussion including:

- Non-admitted care – scheduled for 19 November 2018
- Unplanned care – scheduled for 15 November 2018
- Care of older people – scheduled for 6 November 2018
- Hospital roles and service development – scheduled for early December 2018.

## **WORKFORCE**

### **Northern Beaches Hospital**

NSLHD continues to finalise the transition of medical staff, this includes negotiations with the Australian Salaried Medical Officers' Federation (ASMOF) regarding the management of Training Education and Study Leave (TESL) entitlements and Award Level arrangements for senior medical staff and, assurances of indemnity and College accreditation status for junior medical staff.

### **Speaking up for Safety**

To support the rollout of the Speaking up for Safety Program, a series of 'Train the trainer' sessions have been scheduled for early November 2019. A District Steering Committee and governance structure has been put in place to support the implementation of the Program including senior clinician representation recognising that clinician engagement will be critical to the success of the Program.

## **MEDICAL WORKFORCE**

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

The next JMO Wellbeing & Support Committee meeting is being scheduled for early November following the first meeting held in August 2018. Actions identified at the first meeting included implementing more effective communication methods with the JMO, this will be trialled with the creation of a Facebook page. The second JMO 'Your Wellbeing & Training Matters' survey opened on 22 October 2018, closing 12 November 2018, the results



from this survey will assist with understanding areas for improvement and developing initiatives considered by the JMO Wellbeing & Support Committee.

NSLHD will volunteer to participate in a JMO wellbeing app trial to support the mental health of JMO's in NSW, one of the initiatives identified in the NSW Health JMO Wellbeing & Support Plan – November 2017, the trial is to be conducted by the Black Dog Institute. A small pilot trial will be conducted in May 2019, with a large Randomised Controlled Trial (RCT) to be conducted from September 2019.

The majority of JMO positions for the 2019 clinical year have been offered and accepted. Facilities have used the second round of advertising to recruit to the remaining vacancies. The Annual Medical Recruitment includes the recruitment of JMOs who will be rotated to the Northern Beaches Hospital in 2019. Emergency Medicine positions for Hornsby and Northern Beaches Hospitals have been challenging to fill, which is a trend experienced across the State.

### **Senior Medical and Dental Officer Recruitment, Appointment and Credentialing**

Senior Medical and Dental Officer recruitment will commence advertising positions using the new Recruitment and On Boarding (ROB) System on 26 November 2018 and continue the process of applicants applying for positions using Mercury Credentials – eCredential. There will be minimal process change for facility Head of Departments as the Senior Medical Workforce Unit will continue to data entry the requests into the recruitment system.

### **Medical and Dental Appointment Advisory Committee (MDAAC)**

The meeting occurred on 3 October 2018 and was well attended. There were 10 recruitment submissions put forward for consideration, two credentialing submissions and nil advancement to senior status submissions.

All submissions were endorsed by MDAAC and then approved by the Chief Executive. The Committee members acknowledged the significant contributions of Chair Medical Staff Council representatives, Dr George Lau (Manly Hospital) and Dr David Jollow (Mona Vale Hospital) whose committee membership is no longer required due to the closures. Both Drs Lau and Jollow have been members of MDAAC since 2012 and have received a Chief Executive letter of appreciation for their service.

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

### **Electronic Medication Management (eMeds) rollout**

The LHD has received a funding allocation from eHealth NSW for the continued rollout of the eMeds system to Macquarie, Mona Vale, Greenwich and Neringah Hospitals. The district will commence implementation activities in early 2019 and are scheduling to complete these remaining go lives by August 2019. This will complete the eMeds rollout to the district.

### **Oncology Management Information System (OMIS)**

The OMIS Project team continues working with the vendor ELEKTA, clinicians and the OMIS Implementation Committee on finalising key program deliverables and schedules for Phase 2 to go live in March 2019. Phase 2 includes the majority of the chemotherapy protocols, core functions for patient scheduling and billing, interfaces and complex treatment protocols.

### **PACS/RIS (Medical Imaging Solution)**

NSLHD is one of 3 LHD's that commenced a Proof of Concept (POC) process in April 2018 and is "road testing" key functional and technical items of the SECTRA solution on behalf of

the state – this activity is limited to selected workflows within Medical Imaging and completed in a test environment. The POC continues to run smoothly with good engagement from the NSLHD Medical Imaging Team and is expected to run until early November 2018.

Given the success of the PoC, eHealth NSW is moving towards finalising the state-wide rollout plan/schedule. NSLHD (partnering with CCLHD due to the shared platform) will be one of the first LHD's to go live (between Feb-July 2020) with this schedule reflecting the need around the existing PACS/RIS equipment and other risk factor considerations across the State/LHD's.

### **eRIC Program**

Royal North Shore Hospital (RNSH) successfully went live on 22 October 2018 with excellent adoption by clinicians in the new system. RNSH is the largest ICU in the state to rollout ERIC. The ERIC Project Team continues to provide go live support to clinicians until early November 2018.

Planning for rollout at Hornsby Hospital is also progressing well and all activities are tracking to schedule in preparation for the go live in mid-November 2018.

### **My Health Record Expansion Project**

The Australian Digital Health Agency (ADHA) is managing the My Health Record "Opt Out" period that commenced 16 July 2018 and will run until 15 November 2018. Communication and information sharing activities continue across NSLHD to keep staff informed of key changes.

### **NSLHD Website Review**

Government website specialist provider FutureGov have completed a consultation and review process of the NSLHD website. FutureGov have provided NSLHD with a report which includes a set of recommendations, governance framework and a roadmap for continuous digital presence improvement and is broader than just web/internet services. The review report is now being considered by the LHD's Executive Leadership team regarding next steps and improvement activities to be completed.

### **Cyber Security**

ICT is working with a cyber security service provider to undertake its annual scheduled External Penetration Testing of the LHD ICT network aligned with the Information Security Management System (ISMS) and NSW Government Digital Information Security Policy (DISP) requirements. The results and recommendations are expected before the end of 2018.

### **Big Data Proof of Concept – eMR/Maternity Data**

A Rapid Data Ingestion Proof of Concept (POC) in partnership with eHealth has commenced. The scope of the PoC includes extracting eMR and eMaternity system data in near real time using change data capture to a central data platform. Researchers will then use this raw data to clean and transform into the minimum viable data set required to deliver specified use cases. The outcome will be to determine the feasibility and value proposition of this BIG Data Platform that could be used/scaled for use across the state.

## **MENTAL HEALTH, DRUG & ALCOHOL SERVICES**

### **Minimisation of Seclusion & Restraint**

This project is now in the implementation phase with a fully populated draft action plan for consultation. At the LHD level, MHDA has a small project team leading this, under the Executive sponsorship of the Director MHDA and inclusive of the Patient Safety Improvement Manager, Clinical Governance Directorate NSLHD; the Clinical Redesign Project Officer, MHDA Governance Support Unit; the HKH MHS Consumer Peer Worker and a MHDA Carer Worker. This group is supported by a committee with the intent of meeting monthly to address all recommendations made. An LHD Committee TOR has been endorsed by the NSLHD Clinical Council and the first meeting is scheduled for 31 October 2018.

### **Therapeutic Environment and Minor Capital Works Project (TEMCWP)**

The Minister for Mental Health Tanya Davies has announced the funding allocation made under the above project. Allocation to NSLHD is approximately \$1.2 million to be expended on projects across Royal North Shore Hospital, Hornsby Hospital, Macquarie Hospital and Riverglen.

The funding will enable improvements such as new therapeutic equipment and furnishings, sensory rooms and other physical upgrades to infrastructure to make the acute mental health inpatient environment more comfortable.

### **Mental Health Month**

October was Mental Health Awareness month with more than 25 formal activities occurring across the District. Events were well attended with good connection both to our consumer group and the community in general.

Events included:

- The Older Peoples Mental Health Service Forum at the Eastwood Leagues Club, attended by aged care service partners, clinicians and consumers.
- The annual Macquarie Hospital Art Gallery opening, officially launched by the Chief Executive, NSLHD.
- At Royal North Shore Hospital, a week-long program of events included: educational sessions, stalls in the Hospital main foyer, and 'Afternoon Tea with Andrea' at the RNSH Community Health Centre attended by consumers, carers, community partners and interested others coming to hear what the service is currently doing.
- The Ryde Mental Health Service "Living Library".
- The Northern Beaches Mental Health Service Forum at Dee Why RSL attended by over 300 people with around 40 organisations hosting with stalls. Key speakers included Patrea King and Den Webb from Northern Beaches Veterans Centre, Allan Sicard from NSW Police, Catherine Lourey, NSW Mental Health Commissioner, and Kim Hodges, author.

## **NURSING AND MIDWIFERY**

### **Nursing and Midwifery Directorate**

- NSLHD is hosting the annual Person-Centred Care Showcase on 14 November with over 100 participants registered to date.

- In-services have commenced to complete the Safety Culture Surveys with key nursing and midwifery staff at a number of wards across NSLHD to review the relevant safety culture at each facility. Feedback from the surveys will be collated to inform future work aimed at decreasing the incidence of adverse patient events.
- 207 offers of positions across NSLHD have been sent to successful candidates as a result of the 2019 Transition to Professional Practice Program for New Graduate Registered Nurses and Midwives.
- Interviews were held for Enrolled Nurse positions across NSLHD, with 21 graduating Enrolled Nurses to be offered positions across the District.

### **Midwifery Services**

- Michelle de Vroome, Network Manager Midwifery Practice NSLHD and Louise Luscri, Clinical Midwifery Specialist presented the RNSH Birth Unit Practice Development Project and evaluation at the Australian College of Midwives National Conference in October 2018
- A number of senior medical, nursing, allied health and planning unit staff represented NSLHD at the NSW Health Paediatric Intensive Care and Neonatal Intensive Care Services Workshop in October 2018.

### **Patient Access Transport Unit (PATU)**

- Undertaking a District-wide review of the Electronic Patient Journey Boards (EPJBs). The review will look at the information presented on the EPJB as well as location within a ward/department with a view towards assessing that patient privacy is maintained that is balanced against clinical information required for the multidisciplinary team to coordinate patient care.

### **NORTHERN BEACHES HOSPITAL**

NSLHD is continuing to work closely with the Ministry of Health, Health Infrastructure NSW, and Healthscope to ensure a successful transition and commencement of services at the new Hospital.

### **KOLLING INSTITUTE OF MEDICAL RESEARCH**

#### **Intellectual Property (IP)**

The Medical Executive Director, Dr Tamsin Waterhouse, attended the NSW Health Intellectual Property Review Workshop in October 2018. It is expected there will be an increased level of centralised support for IP across Local Health Districts and NSLHD will soon refresh the NSLHD IP Committee to align with the state-wide direction.

Recruitment for the Director, Kolling Institute is underway.

The average time to progress Research Ethics applications and Governance applications has significantly improved since January 2018. Preparations for the transition to the Research Ethics and Governance Information System (REGIS) are well underway, with all Research Office staff completing training in readiness for implementation on 12 November 2018.

## **KOLLING FOUNDATION**

The 2018 Christmas Appeal for RNSH, Ryde Hospital, Hornsby Ku-ring-gai Hospital and the Kolling Institute is in full swing. The Appeal packs are scheduled to be distributed to donors and supporters from mid-November 2018.

To coincide with the distribution of the Appeal packs, the Foundation will be hosting two donor stewardship events in late November at Ryde Hospital and RNSH respectively.

## **CAPITAL WORKS**

### **Royal North Shore Hospital campus**

The Linear Accelerator (Linac machine) in Radiation Oncology Level 1 ASB RNSH is being replaced with a new model. This project commenced last Saturday 27th October. The works are on track and due to be finished January 14th 2019. RNSH Cardiac Cath Lab replacement project to replace cath Lab 1 is due to commence 30 November 2018. The implementation project working party is meeting fortnightly. Project is on track with no current risks. Cath Lab 1 will be re-commissioned in early Feb 2019.

Excavation works on the southern campus (SHORE project) is at an advanced stage and piling works have commenced to allow for construction of the MoH building. It is planned to bring site sheds onto the site to replace the temporary sheds that are currently in place. A 'ring' road will be put in place, encircling the footprint of the building, to allow for more efficient movement of trucks and material into and out of the site. Erection of the Crane is expected to take place around mid-November. Weekly meetings between Multiplex, RNSH and Savills (Project Managers) continue.

### **Hornsby Ku-ring-gai Hospital Redevelopment**

#### *Stage 2 and Medical Imaging:*

Construction works undertaken by Watpac within the reporting period include:

- Excavation works are complete to Level 0 for the first stage of the excavation works.
- Building 3 Demolition Works are continuing, with all known hazardous material removed and cleared. Unexpected hazardous material has been found within the subfloor which is being remediated.
- Two of the three Medical Imaging slabs have been poured; formwork is being constructed for the second level.

Clinical Design Development User Groups have continued for the Medical Imaging fit-out works, with user sign-off complete. In addition Design Validation User Groups have progressed for Stage 2, with sign-off achieved for a number of areas including Paediatrics, Ambulatory Care, ICU, Cardiology and Level 4 Inpatient Units.

#### *Multi-storey Car Park (MSCP):*

- The MSCP forecast remains as per the current endorsed completion dates, with handover forecast for December 2018.
- All concrete works are near completion with lift core and stair core walls now complete.
- The façade construction works are also near completion with the scaffolding and the tower crane having been removed.
- The external works, including the on-grade car park and works along Palmerston road continue.

- Commissioning coordination with the car park operator has commenced.

### **SYDNEY NORTH PRIMARY HEALTH NETWORK (SNPHN)**

The Sydney North Health Network Annual General Meeting will be held on 15 November 2018. Clinical and strategic leads from the LHD will attend, and the LHD will also have a stall at the event. An eHealth Change Lead has started this month to support training and awareness raising for HealtheNet and My Health Record, the PHN is a key partner in this work.

### **SYDNEY HEALTH PARTNERS**

Together with the University of Sydney, SHP will also be hosting an 'Implementation Science Symposium' in November 2018.

There are currently three projects running as a result of funds gained from the Sydney Health Partners, resulting in local developments between the Council and the NSLHD.

Updates on two of the three projects are included below with the third project scheduled to provide an update next month:

#### *Project No. 1: OACChangeMap*

The OACChangeMap is a collaboration project between the Institute of Bone & Joint Research (Kolling), University of Sydney, the Sax Institute and several Local Health Districts. The Project aims to develop and pilot a system-level implementation plan (OACChangeMap) for the Osteoarthritis Chronic Care Program (OACCP).

A project protocol has been developed to identify and understand the change influencers responsible for the variation of implementation of the Osteoarthritis Chronic Care Program (OACCP) model of care at existing NSW OACCP sites.

#### *Project No. 2: Polypharmacy in the Elderly*

This aims to develop information for older hospital patients and/or their carers to support ceasing inappropriate medications identified during their hospital stay. The provision of written consumer information (information leaflets) for the deprescribing of inappropriate medications may improve the communication of medication changes between clinicians and older inpatients on discharge from hospital and assist in reducing polypharmacy. The Project also links to the National Quality and Safety Standards, in particular Standard 4 on Medication Safety, Partnering with Consumers (4.3) and Information for Patients (4.11).

### **Sydney Clinical Imaging Global Development Site**

NSLHD continues to work closely with Sydney Health Partners and Siemens in collaborating on the 'Sydney Clinical Imaging Global Development Site'. A series of Workshops have been scheduled and NSLHD has identified key representatives to participate at each session.

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Deb Willcox  
**Chief Executive**

Date: 9.11.18