

A/CE Report



Health

Northern Sydney
Local Health District

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

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NSLHD PERFORMANCE

NSLHD remains at Performance Level 0

SAFETY AND QUALITY INDICATORS (March 2021)

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	1.5	-0.5		≤ 1.0	1.1	-0.1
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.3	-0.3
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ²		≤ 13.0%	12.4%	0.6%		≤ 13.0%	8.9%	4.1%
MH: APDC Follow Up Within 7 days ²		≥ 75%	83%	7.6%		≥ 75%	85%	10.2%
Unplanned Hospital Readmissions [#]		6.4%	6.2%	0.2%		6.6%	6.6%	0.0%

¹Data 1 month delay

²Data 2 month delay

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

SAFETY AND QUALITY

Accreditation

The Mental Health Drug and Alcohol (MHDA) Australian Council on Healthcare Standards (ACHS) Accreditation Assessment was held between 22 – 26 March 2021. Verbal feedback indicated MHDA is expected to pass all standards, the final report from ACHS is pending.

Royal North Shore Hospital (RNSH), Ryde Hospital and Hornsby Ku-ring-gai Hospital (HKH) are scheduled to undergo ACHS Accreditation Assessments in October and November 2021. Trial Accreditation Assessments have been planned over June, July and August 2021. This will include consultation with the NSLHD Board, NSLHD Executive and hospital Executives to discuss the Clinical Governance and Partnering with Consumers Standards.

Staff Safety Climate Survey

To establish a baseline measure of the current patient safety culture across the District, NSLHD will be implementing the Hospital Survey on Patient Safety Culture (HSOPSC) in late May 2021. The HSOPSC is a widely utilised and well validated tool, specifically designed for clinical and non-clinical hospital staff to assess the culture of patient safety in a hospital environment. Results from the survey will assist hospitals and services in preparing for ACHS Accreditation Assessments and will investigate NSLHD's areas of strengths and opportunities to improve patient safety, professionalism and overall commitment to excellent patient care.

Policy, Procedure and Guideline Governance

A review of current NSLHD Policies, Procedures and Guidelines (PPG) has commenced. A Working Group has been convened to review and update PPG templates, approval processes and delegations, and communication pathways. The NSLHD Policy and Procedure Governance Committee have updated their Terms of Reference to ensure compliance with the NSLHD PPG Development Approval and Review Process Procedure (PR2014_046).

Consumer and Patient Experience (CAPE)

A Consumer and Patient Experience (CAPE) Governance document for the Real Time Patient Experience application is near completion and will be tabled at the NSLHD Consumer and Patient Experience Committee in April 2021. The Governance document will describe the principles by which information will be captured, measured and evaluated.

The NSLHD Consumer and Community Partnership Intranet pages have been updated. All staff now have access to resources related to the patient experience, Partnering with our Consumers Framework, complaints and compliments, health literacy and consumer advisors.

PATIENT FLOW AND SERVICE ACCESS¹

Northern Sydney Local Health District (NSLHD)

Across NSLHD, there were 12,179 presentations to Emergency Departments (EDs) in February 2021, a decrease of 7.7% (984) compared to presentations in February 2020.

NSLHD continues to perform strongly for Transfer of Care, achieving 92% for February 2021. ETP for the month was 68%. Within this, Ryde Hospital achieved 78%, Hornsby Ku-ring-gai Hospital (HKH) achieved 80% and Royal North Shore Hospital (RNSH) achieved 58%.

NSLHD has 54 patients overdue for elective surgery at the end of February 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

ED Presentations

ED presentations to NSLHD for February 2021 decreased by 984 patients overall when compared to February 2020.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 68% in February 2021 against the target of 81%. This demonstrates a decrease of 2% when compared to February 2020.

ETP at RNSH was 58% for February 2021, an increase of 1% from February 2020. Presentation numbers decreased by 9.7% (708 patients) when compared to February 2020.

ETP at Ryde Hospital was 78% for February 2021, a decrease of 2% from February 2020. Presentation numbers decreased by 4.5% (108 patients) when compared to February 2020.

ETP at HKH was 80% for February 2021, an increase of 1% from February 2020. Presentation numbers decreased by 4.7% (168 patients) when compared to February 2020.

Transfer of Care (ToC)

NSLHD continues to perform strongly against this indicator, achieving 92% for February 2021 against the target of 90%.

ToC at Ryde Hospital in February 2021 was 97%, this is alongside a 14.2% decrease in ambulance arrivals (85 ambulances) when compared to February 2020.

¹ This data is for RNSH, Ryde and Hornsby. NBH data is contained within a separate section

ToC at RNSH in February 2021 was 83%, this is alongside a 6.7% decrease in ambulance arrivals (106 ambulances) when compared to February 2020.

ToC at HKH in February 2021 was 96%, this is alongside a 9.1% decrease in ambulance arrivals (63 ambulances) when compared to February 2020.

ED Triage

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

NSLHD achieved 79% for Triage Category 2 against the target of 95%. Within this, HKH recorded 91%, RNSH recorded 75% and Ryde recorded 92%.

NSLHD achieved 73% for Triage Category 3 against the target of 85%. Within this, HKH recorded 86%, RNSH recorded 71% and Ryde recorded 80%.

NSLHD achieved 83% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

NSLHD achieved 95% for Triage Category 5 against the target of 70%. Within this, all facilities met the target.

Elective Surgery Access Performance (ESAP)

At the end of February 2021, there were 54 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to cease all non-urgent elective surgeries. District waitlist sessions continue across all sites to prioritise overdue patients for surgery where clinically appropriate.

ESAP for Category 1 patients was 100%. Category 2 performance was 87% against the target of 97%, and Category 3 performance was 91% against the target of 97%. As overdue patients are admitted for their surgery, on time performance goes down. As the number of overdue patients reduces, on time performance will improve.

Average Length of Stay (ALOS)

The ALOS at HKH for February 2021 was 3.76 days, and has been consistently below the target of 3.92 days for 12 months. The ALOS at Ryde for February 2021 was 4.30 days, above the target of 3.74 days. The ALOS at RNSH for February 2021 was 4.99 days. This is above the target of 4.82 days.

NORTHERN BEACHES HOSPITAL (NBH) REPORT

ED Presentations

NBH has continued to report high volumes within the ED, primarily as a result of presentations to the COVID-19 Clinic, which are registered as Category 5 ED Activity.

ED presentations to NBH for February 2021 decreased by 1.5% (5,539 presentations) when compared to January 2021. NBH recorded 2,322 COVID-19 Clinic presentations for February 2021.

Transfer of Care (ToC)

NBH continues to perform strongly against ToC targets, achieving 99.4% in February 2021.

Emergency Treatment Performance (ETP)

ETP for NBH was 78% for February 2021, an increase of 2% from February 2020.

Admitted ETP was 44% for February 2021, a decrease of 6% when compared to January 2021. As COVID-19 Clinic presentations are registered as Category 5 ED Activity, ETP accuracy may be affected.

SERVICE IMPROVEMENT AND INNOVATION

Virtual Hospital

A review of the COVID-19 Virtual Hospital is currently underway. Heart failure has been selected as the first virtual pathway to be piloted, with the intention to expand to other chronic diseases and virtual models of care. A Group of clinicians from across the District, including GPs, will be involved in defining the clinical, operational and technical requirements of the Heart Failure virtual pathway. It is anticipated that the model of care will be complete by June 2021.

Telehealth

The Virtual Care Accelerator is a new multiagency (ACI and eHealth) and clinically-focused unit established by NSW Health to ensure patients have full access to telehealth-enabled models of care and remote monitoring. The Virtual Care Accelerator has provided additional funding to NSLHD to recruit two Project Officers to review and improve operational processes for patients and clinicians in the RNSH Ambulatory Care Centre.

NSLHD continues to support clinical disciplines in the adoption of telehealth. New services supported to adopt telehealth include HKH Maternity Services, HKH Outpatient Department and HKH Peri-Operative Services. Work is also underway to integrate telehealth into NSLHD palliative care services. This initiative aims to provide more timely and appropriate care by ensuring reliable access to specialist care, improved communication with all team members and facilitation of home deaths.

INTEGRATED CARE

Planned Care for Better Health (PCBH)

PCBH aims to identify patients at risk of hospitalisation and strengthens the care provided to improve their experience of receiving care. The Integrated Care Unit is supporting Primary and Community Health (PACH) to identify the optimal model of care for patients by using an algorithm developed by the Ministry of Health (MoH). The algorithm aims to identify patients at risk of hospitalisation who could be case managed to avoid unplanned ED admissions.

RNSH Ambulatory Care Centre – GP Liaison Officer

The recruitment of the GP Liaison Officer for the RNSH Ambulatory Care Centre is currently underway. The GP Liaison will improve system functionality by working with, and supporting GPs in the coordination of care for patients across the healthcare continuum.

Collaborative Commissioning

Significant work is being undertaken in collaboration with the Virtual Hospital to ensure that models of care, technology and other processes are compatible and maximise the patient journey between primary and acute care. The MoH's dynamic simulation modelling has commenced with expected outputs to be available in the next two months. The outputs will help the Governance Group make decisions regarding the best approach for targeting populations and scaling the program across the region. Other work is commencing on how outpatient clinics can be utilised as an alternative for ED presentations for the frail and elderly who present to ED's but do not need to be seen by an emergency physician. Extensive consumer consultation has also been undertaken to inform the pathway.

Specialist Outreach to Primary Care

Geriatricians have been recruited at Ryde and HKH and have commenced contacting GPs to engage in the Specialist Outreach to Primary Care program. A list of the top 100 GPs with

patients (aged 75+) who presented most frequently to ED have been identified as the first GPs to engage in the program. This work is also being closely aligned as part of the Collaborative Commissioning program.

FINANCIAL PERFORMANCE

General Fund

Overview

The District's Net Cost of Service (NCOS) for March 2021 was \$3.1m (-2.1%) unfavourable for the month, resulting in \$31.3m (-2.6%) unfavourable position YTD. The unfavourable position incorporates incremental costs associated with the District's COVID-19 response and Vaccination rollout. The NCOS for March 2021 YTD is \$18.9m (-1.7%) unfavourable.

The District will address this deficit by working collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability.

District Finance will support the Performance Support Team (PST) and the efforts of each hospital and service to develop Roadmap Savings initiatives.

Overall YTD COVID-19 and Vaccination expense for the District is \$82.7m which is mainly composed of COVID-19 clinics, testing and outsourced patient services activities.

District Finance continuously monitors the NSLHD COVID-19 response and will work closely with the MoH to assess its impact on the financial results for 2020-21.

Total Expenses

Total Expense was \$16.7m (-1.2%) unfavourable YTD. YTD Total Expense after adjusting for the COVID-19 impact is \$1m (0.7%) favourable for the month and \$3.9m (-0.3%) unfavourable YTD. This is primarily driven by an underlying deficit in RNSH's employee related expense and goods and services.

The District is currently forecasting a Full Year BAU position of \$17.3m unfavourable after adjusting for the impact of COVID-19 response, which relates to the forecasted shortfall in revenue.

The Expense BAU forecast remains on budget.

Revenue

Total Revenue for March 2021 was \$1.6m (-7.2%) unfavourable, resulting in \$12.9m (-6.1%) unfavourable YTD. After adjusting for the COVID-19 impact, Total Own Source Revenue was \$13.2m (-5.8%) unfavourable YTD.

The District Finance Revenue Department continues to work closely with each hospital and service to explore any revenue generating opportunities. Furthermore, the Patient Liaison Officer team at each hospital and service continue to closely monitor and improve their Private Patient conversion rate.

Full year Revenue forecast for the District remains \$17m unfavourable as a result of the additional \$14.3m Revenue Target.

SERVICE UPDATES

Aboriginal Health Service

An Aboriginal Health Services Project Manager for the National Disability Insurance Agency (NDIA) has been recruited following a successful Grant application made to the Information, Linkages and Capacity (ILC) Building Program. The position will focus on developing

innovative programs to increase the independence, social and community participation of Aboriginal and Torres Strait Islander people with a disability.

Preparation for NAIDOC 2021 at RNSH is currently underway. The theme for NAIDOC 2021 is 'Heal Country' and will be held on Wednesday 7 July 2021.

Allied Health

Dr Aaron Beach has recently been appointed to the position of NSLHD Allied Health Research Officer. Dr Beach is a qualified exercise and sport scientist, specifically trained in biomechanics. Dr Beach has a background in both sport and clinical biomechanics research, with recent clinical experience at the Sydney Orthopaedic Research Institute investigating the kinematics of the lower limb in knee orthopaedic patients during functional tasks, as well as cadaveric studies comparing surgical techniques. Dr Beach will be working with Allied Health clinicians to improve the quantity and quality of NSLHD research activities.

Mental Health, Drug & Alcohol (MHDA)

MHDA completed the ACHS Accreditation Assessment on 26 March 2021. The assessors commended the leadership, professionalism, innovation and culture of caring across all MHDA services with the lead assessor commenting that MHDA was *"a place that excites you and inspires you"*. A final report is pending.

Primary & Community Health (PACH)

The Oral Health Service celebrated staff dedication and resilience by holding staff recognition lunches, in partnership with the Health Services Union (HSU). Ms Denise O'Shaughnessy from the HSU joined Ms Velda Sturt, Director, and Dr Megan Ghaffari, Clinical Director, along with staff from Macquarie Hospital, to visit each Clinic and recognise the work of clinicians, dental assistants and administration staff.

Counter Disaster Unit (CDU)

The CDU have been focusing on operational activities associated with COVID-19 Health Liaison into the Police Operations Centre. This month the major exercise involved planning and conducting the field style exercise for the HKH COVID-19 Vaccination Hub. In a simulated environment, staff from HKH represented clients attending the Hub.

COMMUNICATIONS

Internal media

- Two NSLHD newsletters published in March 2021
- CE broadcast on opening of HKH COVID-19 Vaccination Hub
- CE broadcast on COVID-19 vaccine and efficacy
- CE broadcast on COVID-19 update
- CE broadcast on Harmony Week
- Produced posters, patient flyers and signage for the HKH COVID-19 Vaccination Hub
- Event held for the launch of the End of Life symbol

Social Media

- Facebook has seen more than 36,000 likes across our pages, reaching 135,112 people
- LinkedIn has seen 197 new followers
- Twitter has seen more than 6,700 tweet impressions and 15 new followers
- Social media posts to highlight the opening of the HKH COVID-19 Vaccination Hub

External Media

- Channel 7 opening of the HKH COVID-19 Vaccination Hub
- Channel 7 featured RNSH clinician and Kolling researcher A/Professor Rory Clifton Bligh, on new osteoporosis medication added to the PBS

- ABC TV featured Professor Gemma Figtree and her research indicating a higher mortality rate for those who experience a heart attack without the traditional risk factors
- Print coverage including Science Media Exchange and the Medical Republic on new thumb osteoarthritis research led by Professor David Hunter (an ABC radio interview has been recorded and will be broadcast shortly)
- Channel 9 featured the joint NSLHD/Sydney University announcement for a new multi-million dollar PET-Scanner to improve cancer screening
- Channel 9 featured Professor Greg King as an expert on asthma for a story on latest asthma developments
- ABC Radio National interviewed Northern Sydney Sexual Assault Service Medical Director Dr Ellie Freedman
- The Sun Herald published an article on Professor Jonathan Morris' premature twin birth study
- Media release issued to all Northern Beaches media outlets regarding the Barmah Forest virus detected
- Manly Daily coverage of Legionella detected at Mona Vale Hospital
- Facilitated visit by Member for Parliament, Mr Alister Henskens, and Mr Matt Kean to the HKH COVID-19 Vaccination Hub
- Member for Parliament Ms Felicity Wilson visited RNSH to welcome the new graduate nurses

Upcoming Events

- NSLHD Innovation Pitch Program, Round 1 2021 has been scheduled for Wednesday 28 April 2021

Projects

- Supporting the operationalisation of the HKH COVID-19 Vaccination Hub with communication/signage
- Working with People and Culture to create a Graduate Health Management Program promotional video
- Progressing premature baby book with parent of baby in the RNSH NICU
- Developing communications for the Collaborative Commissioning PHN/NSLHD concierge service
- Finalised CAPE posters for Ryde Hospital.
- Working with cancer services on a special publication, *The Cancer Journey in Northern Sydney*, informed by the Reporting for Better Cancer Outcomes Program
- Facilitated filming for the reinvigorated NSLHD Innovation Program video
- Planning underway for the Diversity, Inclusion and Belonging video
- Preparing for the Quality and Improvement Awards (applications opened 1 March)
- Assisting with production of the NSLHD Research Highlights 2020 report
- Planning for International Nurses and Midwives' Day (12 May 2021)
- Planning for opening of the HKH Clinical Services Building
- Developing communication material for Ryde Hospital Maternity Services
- Communication material for Ryde Hospital Clinical Services Plan consultation
- NSLHD Website development and improvements as part of Stage 2

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

Electronic Medical Record (eMR) Delivery Program

In collaboration with eHealth NSW, ICT continues to progress project activities towards the implementation of key new initiatives to enhance clinical documentation and workflow in the electronic Medical Record (eMR).

Key highlights for this period include:

- Medications management enhancements to be delivered by June 2022. A project team is in place and planning and engagement is underway to implement; IV Fluid Management, Sepsis Pathway and Patient Friendly Medication List (PFML).
- Selected as the pilot site for key solutions for the State in the following projects:
 - Comprehensive Care eMR Solutions. This project is in the initiation stage. The solution will support clinicians in providing comprehensive care to inpatients in alignment with the National Safety and Quality Health Service (NSQHS) Standard (V2) and is a key component of our accreditation response and safety and quality improvement processes.
 - Smoking Cessation - following the release of the Smoking Cessation Framework for NSW Health Services in 2018, NSLHD (in partnership with eHealth NSW and Central Coast Local Health District (CCLHD)) is the pilot site for the State. This project has commenced and is in the planning phases.
 - The Drug Burden Index (DBI) is a clinical risk assessment tool developed to measure the functional burden of older person's medications developed by Professor Sarah Hilmer and Team. The DBI tool will support clinicians in decision making and will be piloted at RNSH Aged Care and General Medicine Services. This solution was implemented successfully on 24 March 2021.
 - Partnering with eHealth NSW, a "Proof of Concept" to create interoperability between the electronic Record for Intensive Care (eRIC) and the electronic Medical Record (eMR) has commenced. The Integrated Transitions of Care (iTOC) Project aims to reduce the risk of transcription errors for medications, allergies and adverse reactions for patients transitioning from the adult ICU to other hospital settings. Following successful implementations on the Central Coast, RNSH and HKH went live with the solution on the 16 March and 24 March 2021 respectively.

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

On 17 March 2021, the RIS-PACS Project Steering Committee considered several alternative rollout options to allow the completion of several crucial project tasks prior to implementation. The program will go live in April, May and June 2021.

Electronic Record for Neonatal Intensive Care Unit (eRIC NICU)

The implementation of the eRIC system in NICU is a partnership between eHealth NSW and NSLHD. The District is in the planning and assessment phase. The implementation of the system is scheduled for late 2021 and early 2022.

Web Enhancement Project

Following successful implementation of the new NSLHD Website in January 2021, work has commenced on a Phase 2 deployment to include additional web content in support of key operations and strategic initiatives across NSLHD.

Cyber Security

NSLHD's Cyber Security Roadmap activities continue with a current focus on improving the technology and configuration of the ICT network to better manage and monitor our ICT systems. In March, existing network tools were expanded to improve the ability of our Cyber Security team to detect and monitor irregular network traffic. Work is ongoing to complete the remaining two open Internal Audit recommendations.

Active Directory Migration

NSLHD (and CCLHD), in conjunction with eHealth NSW, have initiated a project to migrate workstations to the NSW Health (State-Wide) directory. This project is foundational to modernising our computer infrastructure to support initiatives such as single sign-on and greater mobility our staff across NSW Health.

Following the pilot at Macquarie Hospital, Community Health Centres and Early Childhood Centres, the project team is continuing to engage with site champions to determine go live dates and specific department communications.

The migration process requires every computer to have a 15-30 minute downtime. To support the migration and manage any risk around critical care areas, a process for eligible computers to be migrated by staff has been deployed, called 'Migrate Me'. This is currently being piloted with a small number of users before being distributed more broadly with a view to allowing each service greater input into the migration process and reducing potential service impacts associated with a scheduled downtime.

MEDICAL SERVICES

Junior Medical Officers

JMO Units have been preparing for the transition to Recruitment On-boarding (ROB) JMO which was released on 6 April 2021, replacing the current JMO recruitment system 'eRecruit' which has been decommissioned.

The NSLHD JMO Wellbeing Board Committee is proposing to have the Committee co-chaired by a Senior Medical Officer and a Junior Medical Officer.

The JMO Business Education Resource Tool (BERT) is now live with updates from RNSH and HKH. The platform is an online portal that gives clinicians access to a range of relevant clinical resources and information.

NURSING AND MIDWIFERY

Nursing Unit Manager Professional Development Day 2021

A Professional Development Day for Nursing Unit Managers (NUMs) is planned for June 2021. The Professional Development Day will be attended by NSLHD Board Member, Professor Emerita Mary Chiarella AM who will be facilitating discussion of matters raised during the 2019 Professional Development Day. The day also provides an opportunity to celebrate achievements and seek feedback on current and emerging issues.

Enrolled Nurse Transition to Professional Practice Program

The NMD is working closely with hospitals and services to refine and develop the Transition to Professional Practice (TPP) Program for newly graduated Enrolled Nurses (ENs). The revitalised program will address the unique needs of new graduate ENs whilst meeting the needs of our hospitals and services to build a standardised education program that includes:

- fixed intake dates across the year
- standardised orientation and on boarding
- a program of in-service days
- support to create and develop a portfolio and reflective practice habits

GradStart 2021

A new group of graduated Registered Nurses have been welcomed into NSLHD programs at all hospitals and services. In response to feedback from the 2020 GradStart cohort, additional support has been given to these staff through afterhours educational support whilst they complete their initial competencies. For the first time this cohort were also provided with NSLHD 'Grad Bags' containing NSLHD Strategic Plans and other promotional materials.

MidStart and GradStart 2022

Planning is currently underway for the bulk recruitment of the 2022 MidStart and GradStart intakes. The MidStart Campaign launches on 25 May 2021 with interviews to take place from Monday 5 July 2021. GradStart launches on 23 June 2021 with interviews being conducted from Monday 9 August 2021. The NMD is in the process of developing resources and informational webinars for potential candidates.

HealthRoster

Managers across Mona Vale Hospital, Northern Sydney Home Nursing Service (NSHNS) and Acute/Post Acute Care (APAC) have embarked upon a 90-day challenge aimed at demonstrating improved performance against key rostering metrics. The challenge aims to improve manager rostering skills, and improve the accuracy and efficiency of rostering nursing staff.

Nursing and Midwifery Careers Webpage

The NMD is working with ICT and the NSLHD Media and Communications team to review the Nursing and Midwifery Careers page on the NSLHD website. The page will be overhauled to reflect NSLHD as an employer of choice for those interested in a career in nursing and midwifery, and will highlight the unique opportunities and programs available within NSLHD.

Meals Matter project

The Meals Matter Project was successfully completed at Macquarie Hospital in January 2021. This project provided consumers with a choice of meals and led to reduced food wastage. The reports and recommendations are completed and will be reviewed for future planning and further implementation.

Mental Health Pathways in Practice (MHPiP)

There has been significant work completed in raising awareness of the Mental Health Pathways in Practice (MHPiP) program and identifying appropriate pilot sites. The Steering Committee met on 8 April 2021 and focused on agreement and implementation of the program to commence in May 2021. Educational components have been finalised with Health Education and Training Institute (HETI) and will be available for staff.

Delirium Education

The delirium education package has been delivered to Ryde Hospital and the consumer health literacy page on delirium is in the final stages of completion. The next phase of the rollout will be to present and implement the education at both RNSH and HKH. It is expected that this program will educate staff and consumers on the causes of delirium.

HKH COVID-19 Vaccination Hub

NSLHD has successfully established a Vaccination Hub located at HKH. The Vaccination Hub went live on 10 March 2021 and has the capacity to vaccinate up to 570 people per day. The Hub operates from Monday - Saturday.

Patient Access and Logistic Unit (PALS)

In partnership with the NSLHD Performance Support Team, PALS have commenced a review of existing manual reconciliation processes for both Patient Transport Service (PTS) and Ambulance NSW (ASNSW). This will enable a comprehensive review of charges and improve time efficiency in the reconciliation process. Additionally, options are being explored to share data between these services to enable further identification of potentially compensable patients.

PEOPLE AND CULTURE

Leadership

The draft NSLHD Leadership Strategy has been distributed for comment and will be reviewed at the next Leadership Advisory Board meeting in June 2021. The second cohort of the NSLHD Leadership Development Program commenced on 24 February 2021 with 16 participants. Cohort 3 is due to commence on 3 May 2021.

Student Placements

A process is underway to review all NSLHD Student Placement Agreements (SPA). All current SPAs expire in June 2021, but will be extended until March 2022, while the new SPA template is being finalised. New SPAs will be established with partner tertiary institutes as soon as the new template is available. NSLHD will welcome Professional and Community Engagement (PACE) students from Macquarie University in late 2021.

Recognition of Professional Days

In March 2021, NSLHD commenced the recognition of employees in specific craft groups via an e-card on their professional recognition days. To date, Oral Health Practitioners, Doctors, Social Workers, Dieticians and Nutritionists have all received e-cards from the Chief Executive. This is an expansion of our employee experience and recognition strategies, which also includes anniversary emails, Exceptional People Awards and the suite of compliment cards.

COVID-19 Care and Support for the HKH COVID-19 Vaccination Hub

Educational Consultants from the Organisational Development and Capability team supported the set-up of the HKH COVID-19 Vaccination Hub including orientation and on boarding of more than 100 staff. The COVID-19 Care team was also re-established to support the first week of operation by managing queues, supporting people to register and responding to questions.

Health Safety and Wellbeing

Work Health and Safety and Occupational Staff Health teams have provided vaccination clinic subject matter expert advice and support in creating the HKH COVID-19 Vaccination Hub. This included having risk assessments conducted, induction material for vaccinators developed, videos for vaccination staff and work practices developed to address the repetitive nature of the work, a loop video developed for the vaccination waiting room to inform patients of the vaccination process and post vaccination precautions.

RESEARCH

Sydney Health Partners

The Research Passport project continues to make progress. Research Passport enables researchers within Australian Universities and NSW Health staff to conduct research across Sydney Health Partners Local Health Districts (NSLHD, SLHD, WSLHD and SCHN) without having to go through pre-employment checks with the host organisation. A Research Passport is valid for five years. The procedure is currently in development, as is the application form and a REDCap database to track applications. This will be reviewed at the next meeting in late April.

Positive feedback was received on a research support mapping project that was undertaken across SHP partners as part of the Platform Three project. The document proved useful in the pilot Clinical Trials Governance Framework that all LHDs will work through.

Nursing Research and Practice Development

Professor of Nursing Margaret Fry and a group of other nursing academics have been successful in obtaining a National Health and Medical Research Council (NHMRC) Partnership Grant, for *Improving the Safety and Quality of Emergency Nursing Care*.

Key updates for Nursing Research and Practice Development include:

- 13 peer reviewed Nursing and Midwifery (N&M) publications in 2021
- Practice Inquiry Online Drop-In sessions remain popular (20-30 participants per session)
- Researcher education program for 2021 sessions started well most attracting more than 20 participants. Sessions delivered entirely via Skype.

- Health Informatics Mentorship Program progressing well. Projects include reducing bed block in neurosurgery, improving person-centred care (mental health), improving surfactant administration to neonates (sedation and analgesia) and improving discharge planning for long term clients in mental health.
- NSLHD N&M Research and Practice Development Monthly Newsletter continues
- Research/practice inquiry consultations provided to nurses and midwives included advice about improving the process of care for management of peripheral intravenous cannulae, publishing and performing literature reviews.
- Both NSW Health Translational Research Scheme Grant and ACI grant applications were unsuccessful.
- NSW Health Nursing and Midwifery Innovation scholarship grants; potential submissions will include '*harm minimisation in the emergency department*' and '*exploration of the nursing management of paediatric patients with sepsis*'.
- 2020 Annual Report for the NSLHD Nursing and Midwifery Research Centre will be released in early April 2021
- Approval provided for our own investigator initiated study provided this week, 'Reducing medication administration errors using the behaviour change wheel: The ReMAde project' (to be conducted in the neonatal and adult intensive care units)

Kolling Institute of Medical Research

The Kolling Institute continues to progress implementation of the Kolling Institute Research Strategy 2021-2025. This has involved ongoing consultation with research teams through survey and specific Committees to identify common objectives, priorities, opportunities and timeframes to further the success of collaborative research across Kolling Priority Research Areas (PRAs).

Professor Gemma Figtree, co-leader of the Cardiovascular and Renal PRA, has been awarded a grant by the NHMRC for a project examining coronary artery disease.

Dr Daniel Whiten from the Neuroscience and Pain PRA has been awarded funding through the National Drug Discovery Centre for a project looking to identify new drug therapies to support those with Parkinson's Disease.

NORTH FOUNDATION

The NORTH Foundation has established a Philanthropy Council aimed at assisting the NORTH Foundation Board in identifying and stewarding major donors, giving advice on strategic initiatives and exploring strategic collaborations. The Philanthropy Council will work in conjunction with the NORTH Foundation Development Committee who are primarily responsible for driving engagement and activities that seek philanthropic support from fundraising pillars.

Priority areas for the NORTH Foundation for 2021 includes transition to a new Consumer Relationship Management (CRM) platform, brand development, launch of the Grateful Patient Fundraising Program and launching the NSLHD and NORTH Foundation Grants Program.



Dr Tamsin Waterhouse
A/Chief Executive

Date: 15/4/21