

**Chief Executive's Report to the Finance, Risk and Performance Committee,  
Board, Audit & Risk Committee and the NSLHD Board  
April 2020**

## NSLHD PERFORMANCE

NSLHD remains on Performance Level 0.

### Safety and Quality Indicators

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI <sup>2</sup>		< 2.0	0.30*	1.70		< 2.0	0.50	1.50
ICU CLAB Infection Rate <sup>2</sup>		= 0.0	0.00*	0.00		= 0.0	0.00	0.00
Incorrect Procedures: OT		= 0	0	0		= 0	0	0
MH: Readmissions within 28 Days <sup>2</sup>		≤ 13%	12.8%	0.2%		≤ 13%	9.0%	4.0%
MH: APDC Follow Up Within 7 days <sup>2</sup>		≥ 70%	79.4%	9.4%		≥ 70%	83.4%	13.4%
Unplanned Hospital Readmissions <sup>1</sup>		6.4%	6.4%	0.0%		6.4%	6.6%	(0.2%)

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

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

\*SA-BSI & ICU CLAB Infection Rate results from Dec-2019. Data capture delayed due to capacity issues relating to COVID-19 outbreak.

**Note: The April 2020 Chief Executive's Report to the NSLHD Board will focus on COVID-19 related activities.**

## Governance

### Structure

- The Senior Executive Team oversees the management of the NSLHD response to COVID-19. The Team meeting daily to share information, provide status updates and escalates and resolve issues.
- The Clinical Advisory Group (CAG) provide expert clinical advice and guidance to the Chief Executive. The CAG meets daily and includes senior clinical representatives from the Division of Surgery and Anaesthesia, Intensive Care, Emergency Medicine, Respiratory Medicine, Public Health, and Infection Prevention and Control.
- Controller Briefings with General Managers and Service Directors across NSLHD and Northern Beaches Hospital are held daily and are used to confirm completion of actions from the previous day and determine actions for the day ahead and a chance to raise any emerging issues.
- General Managers and Senior Clinical Staff across NSLHD participate in a Skype teleconference three times a week with the Chief Executive and Executive Team for key updates.
- Establishment of Program Management Office, led by Dr David Park.
- Statewide Governance:
  - NSW State Pandemic Management Team Skype Teleconference.
  - Peak Activity team COVID-19 Skype Teleconference.

## Operations

### **COVID19 testing**

- COVID-19 Clinics established at Royal North Shore, Hornsby Ku-ring-gai, Ryde, Mona Vale and Northern Beaches Hospitals to assess and test patients with COVID-19 related symptoms.
  - Each Clinic has staff-specific arrangements to streamline the process for staff and fast-track results and access is facilitated for family members of staff to attend the Clinics.
- Established a 7 days/week to notification system for positive cases. Positive cases are also contacted to ensure they understand self-isolation requirements with assistance offered where required.
- Arrangements are in place to contact people in the community who have tested positive to COVID-19 to check on their welfare and confirm if they need additional medical support.
- Quarantine information packs and infection control education has been provided to Residential Aged Care Facilities (110 within NSLHD) and a process developed to undertake swabbing of our most vulnerable aged residents.
- Establishment of a 'virtual hospital' to assist in monitoring members of our community with COVID-19 and attending to their individual medical needs. The new hospital has six virtual wards each with capacity of up to 50 people, with potential to grow if needed. The electronic medical record will assist clinical staff to support people at home and determine if additional support, is required.
- NSLHD has supported the establishment of temporary Douglas Hanly Moir 'pop-up' COVID-19 privately operated testing centres on the Royal North Shore Hospital campus and on Cox's Road, North Ryde.

### **Intensive Care Unit (ICU) Capacity**

- Development of an 'ICU COVID-19 Service Delivery Model' outlining District and Hospital plans to ensure ongoing prompt access to high quality critical care within NSLHD.
- Formalisation of working relationships between Royal North Shore, Hornsby Ku-ring-gai, Northern Beaches and Ryde Hospitals for management and transfer of ICU and HDU patients within NSLHD.
- Development of multi-staged step plans for management of increased ICU and High Dependency Unit (HDU) demand throughout NSLHD, including:
  - Expansion of current capacity (repurposing other clinical areas).
  - Establishment of satellite ICUs and HDUs.
  - Relocation of surgery requiring ICU.
  - Partnering with Private Hospitals within NSLHD to deliver critical care services.
- Identification of existing ICU-capable equipment (ventilators) and ordering of additional equipment as required.
- Additional training and up-skilling of medical, nursing and allied health staff in critical care competencies.
- Networking with ICU Directors for clinical input and District-wide planning.

### **Elective Surgery**

Temporary measures have been implemented across NSLHD to ensure that patients continue to received timely access to elective surgery.

- Elective surgery bookings have been centralised across NSLHD.
- Clinical prioritisation of Category A, Emergency and Cancer surgical cases.
- Reviewing Category B and C patients on currently waitlist and monitoring wellbeing.
- Arrangements in place to perform selected Category A elective surgery cases at North Shore Private Hospital.

## **Outpatients**

- Service provision model for outpatient clinics revised with increased uptake in telehealth, cancellation of non-essential clinics, patient screening and social distancing within essential face-to-face clinics.
- Appointments being prioritised based on urgency and clinical suitability
- The potential redeployment of the Outpatient workforce is being explored.

## **Workforce**

- Regular email bulletins providing up to date local and Ministry of Health information relating to leave, Work Health & Safety, and Working from Home arrangements.
- 'COVID-19 Care Team' visit hospitals to provide advice and answer questions from clinical and non-clinical staff.
- Information sessions held across all sites, hosted by a team of experts Infection Prevention and Control, Infectious Diseases, Staff Health and Human Resources.
- Staff encouraged to complete Infection Prevention and Control e-learning modules.
- Staff Wellbeing activities:
  - Pop-up services offering psycho-social support.
  - Enhancing EAP resources.
  - Information pack and letter from the Chief Executive and Welfare Checks for staff on home isolation.

## **Finance and Corporate Services**

### ***Personal Protective Equipment (PPE)***

- NSLHD continues to work closely with the Ministry of Health and HealthShare NSW to ensure appropriate supply and prioritised distribution of PPE.
- NSLHD has centralised the ordering of all COVID-19 PPE, essential consumables, surgical and medical supplies and developed a PPE and Supply dashboard for monitoring of stock and identification of alternative products. This information is shared on a regular basis with all Hospitals and Services.
- Education has been made available to staff to on the appropriate utilisation of PPE.

### ***Logistics***

- The District Executive has temporarily relocated to the Perinatal Research space in the Douglas Building to make available additional clinical space available on Level 5 and Level 6. This will provide surge capacity of approximately 43 additional beds.
- Temporary rearrangement of some office accommodation across the campus to support COVID-19 requirements including accommodating the COVID-19 call centre team.

## **Equipment**

- NSLHD continues to work closely with HealthShare NSW to progress medical equipment orders and increase capacity in line with the District's surge plan including ventilators and infusion pumps.

## **Donations**

- There has been significant support and generosity from the community and local businesses during this challenging time to support our staff.
- A process has been established to ensure donations are managed appropriately and in accordance with the NSW Health Conflicts of Interest and Gifts and Benefits Policy Directive PD2015\_045.
- Donations are recorded in the Gifts and Benefits Register to ensure compliance with Audit requirements and also allow NSLHD to acknowledge and recognise the donor.

## **Communications**

- A regular *CE Message* is shared with all staff by email. Information includes: Latest COVID-19 News, Updates on the NSLHD Response, Human Resources and Workforce information, Frequently Asked Questions, Education, Infection Prevention and Control guidance, and Video Messages.
- The Chief Executive, NSLHD, continues to brief key clinical teams across the District.
- Video recordings of senior clinicians in Infectious Diseases, Infection Prevention & Control, Respiratory Medicine, Anaesthetics, and Intensive Care with key messaging and information.
- Generated necessary signage and public information poster.
- FAQ's and appropriate information brochures distributed with quarantine packs to positive and negative patients on home isolation
- NSLHD COVID-19 Nursing Response Team advising all those who receive swabs at clinic of negative results
- Dedicated COVID-19 intranet hub developed for all staff to access.
- Targeted COVID-19 Infectious Diseases Advice for Clinicians site on the intranet.
- Targeted communication with external partners including:
  - Universities.
  - Primary Health Network – for circulation to General Practitioners.
  - Non-Government Organisation partners.
  - Private Hospitals.
  - Residential Aged Care Facilities – including a 3 x weekly teleconference with RACF senior representatives.
  - Joint communique drafted for Sydney Health Partners.
  - Communication with local MP's offices.
- Roll out of MedApp for clinical staff on 3 April 2020:
  - MedApp provides access to a range of useful documents including advice on PPE, updates to COVID-19 testing procedures and guidelines, and step-by-step guides for specimen ordering and swabbing. A range of wellbeing resources will also be available. The advice will be regularly updated to reflect the latest in best practice during this rapidly changing situation.
  - More than 1400 staff have already downloaded the app and signed up. The app is being trialled over the next three months as we respond to the COVID-19 situation and will be evaluated after that period.

# Report



## Information Communications & Technology

- ICT has worked with NSW Health Pathology with support from Amazon Web Services, Deloitte Australia and Microsoft to develop a statewide automated COVID-19 SMS Results Service to help patients tested for COVID-19 get their negative results faster – NSLHD is one of the lead Districts testing the new system.
- Enabled the rapid creation of new services such as the COVID-19 Clinics and the virtual hospital with eMR design and build and installation of phones and computers.
- Supported a major expansion of Telehealth services and to date, at Royal North Shore Hospital there has been a 1000% increase in Telehealth interactions from February to March this year. It is expected this will continue to increase at a significant rate.
- Partnered with eHealth NSW to expand *Skype for Business* (SfB) usage by 500% and provided all NSLHD staff with a SfB account including implementing specific projects in support of clinical services including Multi-Disciplinary Team meetings and providing increased support and information to our services around SfB
- Improved delivery of remote access and tools to enable compliance with social distancing requirements and support Vulnerable Health Care Workers.

Deb Willcox  
**Chief Executive**

**Date:** 17.4.20