
**Chief Executive's Report to the Finance, Risk and Performance Committee,
Board, Audit & Risk Committee and the NSLHD Board
June 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 ^{1*}		< 2.0	0.64	1.36		< 2.0	0.70	1.30
ICU CLAB Infection Rate ^{1*}		= 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 ²		≤ 13%	11.3%	1.7%		≤ 13%	9.4%	3.6%
MH: APDC Follow Up Within 7 days ²		≥ 70%	84.4%	14.2%		≥ 70%	83.1%	13.1%
Unplanned Hospital Readmissions [#]		6.4%	6.2%	0.2%		6.4%	6.5%	(0.2%)

*Preliminary data due to timing of report – activity figures may change later in the month.

¹Data 1 month delay

²Data 2 month delay

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

SAFETY AND QUALITY

Update on IMS+

On 16 March 2020, ims+ was successfully implemented across NSLHD. To date 2679 notifications have been entered into the system, with 81% of notifications being patient related incidents. The ims+ eHealth Team continue to provide support to NSLHD to improve reporting capabilities and conducting reporting training sessions for all facilities and service Quality Managers.

NSLHD's annual Quality and Improvement Awards

The NSLHD Quality and Improvement Awards have been confirmed for 28 July 2020. The Awards are a way to celebrate the excellent work that our staff perform every day making a difference to our patients, carers and community. Applications are open to all staff and there are 10 award categories including: Patients as Partners, Delivering Integrated Care, Excellence in Supporting Services, Keeping People Healthy, A Safe Workplace, Quality and Safety, Excellence in Supporting the Mental Health of our Patients and Consumers, Local Solutions, Health Research and Clinical Practice, Patient Experience.

Emergency Department (ED) Patient Experience Initiative

NSLHD will be participating in the ED Patient Experience Initiative which supports the implementation of the NSW Health ED Patients Awaiting Care Policy. This initiative aims to improve peoples' experience in the ED by creating an environment that makes patients, carers and their families feel welcomed, safe, cared-for and empowered.

The initiative supports effective communication with patients and carers about ED processes and their personal journey through the department. In June 2019 there was a state-wide pilot of the program.

Due to its success it is now being expanded to 17 additional EDs, of which Royal North Shore, Hornsby Ku-ring-gai and Ryde Hospital EDs are included. The patient experience initiative involves four key strategies: Patient Experience Officers, information technology, waiting room enhancements and staff support and development. There will be five Patient Experience Officer appointed across NSLHD and they will support patient experience in the COVID-19 clinics as well as EDs.

PERFORMANCE ¹

Summary

Across NSLHD, there were 14,592 presentations to Emergency Departments (EDs) in April 2020, a decrease of 22.07% (4,133) compared to presentations in April 2019. This decrease can be contributed to the COVID-19 pandemic, which has significantly decreased ED presentations across the State. Early results for May are showing a steady increase in presentations across NSLHD.

NSLHD continues to perform strongly for Transfer of Care, achieving 98% for April 2020. ETP for the month was 80%. Within this, Ryde Hospital achieved 84%, Hornsby achieved 86% and RNSH achieved 69%.

NSLHD had 148 patients overdue for elective surgery at the end of April 2020, reflecting the impact of the COVID-19 pandemic. Temporary measures have been implemented across NSLHD to ensure that 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 April 2020 decreased by 4,133 presentations overall when compared to April 2019. This decrease can be contributed to the COVID-19 pandemic, which has significantly decreased ED presentations across the State. Early results for May are showing a steady increase in presentations across NSLHD.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 80% in April 2020 against the target of 81%. This is an increase of 8% from April 2019.

ETP at RNSH was 69% for April 2020, an increase of 4% compared to April 2019. Presentation numbers decreased by 36.3% (2,675 patients) when compared to April 2019.

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

ETP was 84% at Ryde, an increase of 1% compared to April 2019. This is alongside a 51.9% decrease in presentations (1,327 patients). The significant impact of COVID-19 during this period is reflected in this result.

ETP was 86% at Hornsby, an increase of 8% compared to April 2019, while presentation numbers decreased by 39% (1,447 patients).

Transfer of Care (TOC)

NSLHD continues to perform strongly against this indicator, achieving 98% for April 2020 against the target of 90%.

TOC at Ryde in April 2020 was 99%, ambulance arrivals decreased by 31.8% (190 ambulances) when compared to April 2019.

TOC at Hornsby in April 2020 was 97%, this is alongside a 29.7% decrease in ambulance arrivals (208 ambulances) when compared to April 2019.

TOC at RNSH in April 2020 was 98%, this is alongside a 20.8% decrease in ambulance arrivals (341 ambulances) when compared to April 2019.

Emergency Department (ED) Triage

NSLHD met the ED Triage Targets for all categories for April 2020. Within this, targets for all categories were met by all facilities.

Elective Surgery Access Performance (ESAP)

At the end of April 2020, there were 148 patients overdue for elective surgery (28 category 2 patients and 120 category 3 patients), reflecting the impact of the COVID-19 pandemic and Ministry directive to cease all non-urgent elective surgeries.

ESAP for category one patients was 99%. Category two performance was 96%, and category three performance was 100% against the target of 97%. An LHD wide project focused on the management of surgical waitlists is currently being undertaken in an effort to improve surgical performance.

Average Length of Stay (ALOS)

The rolling 12 month ALOS at Hornsby is 3.57 days, and has been consistently below the target of 3.98 days for 12 months. The rolling 12 month ALOS at Ryde is 4.22 days, slightly above the target of 3.79 days. The rolling 12 month ALOS is RNSH is 4.92 days. This is below the target of 4.94 days.

NORTHERN BEACHES HOSPITAL (NBH)

ED Presentations

In April 2020, NBH received 6,470 ED presentations with a YTD total of 57,023 presentations. This is a significant increase from presentations in February (5488 ED presentations) but less than March (6727 ED presentations).

Transfer of Care (TOC)

NBH are performing strongly against this indicator achieving 98.6% for April 2020 and 99.2% YTD.

Emergency Treatment Performance (ETP)

ETP Performance continues to improve from 82.5% in March 2020 to 85.3% in April 2020. NBH received a YTD result of 78.2%.

FINANCIAL PERFORMANCE

General Fund

Overview

The LHD's NCOS for May 2020 was \$0.41m (0.33%) favourable, resulting in \$12.62m (29%) unfavourable position for the year to date.

Total Expenses

Total Expenses were \$3.18m (2%) favourable for the month and in line with YTD budget. The District's favourable position for the month despite the incremental costs associated with COVID19 response (\$7m PTD) was primarily driven by reduction in overall activity/delayed projects and the additional COVID19 response budget supplementations.

The Districts expense FY forecast has been revised from \$5m unfavourable to be in line with budget. \$5m reduction in Expense FY Forecast is primarily driven by the additional COVID19 response budget supplementation (\$5.4m).

The District highlights that the forecast assumptions pertaining to COVID19 response and overall financial impact within the current climate will be subject to continuous revisions due to the rapidly changing environment.

Revenue

Total NSLHD Own Sources Revenue was \$2.7m (11%) unfavourable for the month and \$11.3m (5%) unfavourable for YTD. Current month's reduction in overall revenue mostly pertains to the decline of Private Patient activity due to COVID-19 response (i.e. cancellation of elective surgery and drop off of Private Patient activity). This is in line with activity level reducing by 30%.

District's FY Revenue forecast has been revised from \$16.0m to \$14.0m unfavourable. The \$2.0m improvement in Revenue forecast is mainly attributable to a revision in COVID19's impact on overall Revenue such as improved Patient Fee, and partial deferral of commercial rent rather than a full waiver.

Similar to expense forecast, the District highlights that the forecast assumptions pertaining to COVID19 response and overall financial impact within the current climate will be subject to continuous revision due to the rapidly changing environment.

The District will continue to monitor closely and assess the financial impact of COVID-19 as new events unfold. In addition, managing and quantifying the financial impact of lower than normal activity levels will be an area of key focus in future months.

Activity

Acute activity for the District continues to be below target for separations and NWAU across all specialties.

ABF (excluding Northern Beaches Hospital)

Across the District, acute ABF separations for April were 31.0% (2,782 separations) below target for NSLHD. RNSH, HKH and Ryde were 27.0%, 34.0% and 54.7% below target respectively.

NWAU (excluding Northern Beaches Hospital)

Acute NWAU for April was 18.1% (1,560 NWAU) below target for NSLHD. RNSH, HKH and Ryde were 14.4%, 24.4% and 38.3% below target respectively.

HORNSBY KU-RING-GAI HOSPITAL (HKH)

International Nurses Day and International Day of the Midwife

The hospital celebrated International Nurses and Midwife day with a Skype enabled awards ceremony for Nursing and Midwifery staff who had excelled in their contributions over the past year.

Clinical Governance Unit

A new Clinical Governance Manager for the Hospital was appointed in early June and recruitment to the Corporate Services Manager position is underway.

Pharmacy Department

The relocation of the Pharmacy Department in November 2020 is progressing and a Senior Pharmacist – Distribution and Automation has recently commenced with a focus on the implementation of the robotic storage and dispensing system.

MONA VALE HOSPITAL (MVH)

International Nurses Day

MVH celebrated International Nurses Day by recognising the incredible contribution from the nursing staff across the Hospital and Urgent Care Centre. The MVH Nurse of the Year 2020 was awarded to Ellie Bitmead from the Urgent Care Centre.

Quality and Safety

MVH have recently completed three Quality and Safety projects; improving care for people with communication disorders as a result of Parkinson's disease, using patient feedback to improve Allied Health outpatient services and implementing patient led handover on our wards. These projects have improved the outcomes and experience for these patient groups.

ROYAL NORTH SHORE HOSPITAL (RNSH)

National Surveillance Study

RNSH is pleased to have been selected to participate in a national study: *Prevalence of Asymptomatic SARS-Cov-2 Infection in elective surgery patients in Australia*. Professors Russell Gruen, Paul Myles, and Graham Mann will be leading this nationally significant project that feeds into the Pandemic Health Intelligence Plan. Dr Matt Doane, Staff Specialist: Department of Anaesthesia & Pain Management, will act as the lead at Royal North Shore Hospital.

The end of this study is to determine the current prevalence of active and previous SARS-Cov-2 infection amongst patients admitted to hospital for elective surgery across Australia. A collaborative effort between the perioperative nurses and anaesthesiologists is underway to promote and sustain patient assessment and sample processing for the duration of the study.

International Nurses and Midwives week

Royal North Shore Hospital celebrated International Nurses and Midwives week and recognised the following staff:

- New Graduate of the Year – Isobel Fraser
- Nurse of the Year – CNC Therese Jepson
- Midwife of the Year – RM Skye Brunt
- Team of the Year – Ward 5 West

RYDE HOSPITAL

Ryde Hospital of the Future

As part of the Clinical Services Planning work looking at contemporary work nationally and internationally a “hospital or health service of the future” and how this can be incorporated into the Ryde Hospital redevelopment. Presentation of this work together with focused conversations were held with Ryde Executive, Ryde Clinical Council and Ryde Head of Department meetings to look at transforming traditional methods of care delivery and to providing a different, more consumer-focused experience including involving consumers in the CSP planning.

Established a Clinical Nurse Professional Council for Nursing and Midwifery

This is the principal body of Nursing and Midwifery professionals with Advance Practice expertise and/or recognised expertise within a clinical specialty or hold leadership roles to provide expert advice on contemporary professional Nursing and Midwifery Issues. It promotes a culture of visibility at Ryde with opportunities for inclusive consultation and networking across all stakeholders and development of contemporary practice mirroring the strategic direction of the Ryde redevelopment and NSLHD strategic plan

ABORIGINAL HEALTH SERVICES

New staff for Aboriginal Health

The NSLHD Aboriginal Health Service has been successful in recruiting to the Aboriginal Health Service Workforce Manager position.

The NSLHD Aboriginal Health Service has also been successful in recruiting to the Integrated Team Care (ITC) coordinator position, a federally funded position through the Sydney North Health Network.

ALLIED HEALTH

COVID-19 ICU Physiotherapy and Allied Health Workforce Enhancement

Following an expression of interest and recruitment process, approximately 50 - 60 clinicians across a range of allied health professions and pharmacy will be on-boarded onto the COVID-19 Talent Pool. During June, the allied health clinicians will receive orientation, training, ICT education and undertake discipline specific competencies.

Allied Health HETI Workplace Learning Professional Development Program

The Program aims to provide financial support to groups of Allied Health Professionals (AHPs) and/or Allied Health Assistants (AHAs) seeking to further develop their knowledge and skills through workplace learning opportunities. 14 applications across the District were received and will be assessed by the NSLHD Allied Health Steering Committee, Jim Elliott (Professor Allied Health) and a HETI representative. Successful grant recipients will be awarded at the end of June.

CAPITAL WORKS

Hornsby Ku-ring-gai Hospital

- The façade of the new main Clinical Services Building is now visible as the scaffolding surrounding the building is progressively removed.
- The expanded Emergency Department has begun to be constructed with formwork and the concrete slab for the expansion underway.

Mona Vale Hospital

- The build of the Palliative Care/Geriatric Evaluation and Management Unit is progressing well with interior decoration work underway and external landscaping commencing. The building is scheduled to be ready for handover in September 2020.
- Building 2, the former dental clinic and the chapel, was demolished in May 2020 and will be landscaped into a green site. Asbestos removal in Building 1 (the main tower) is scheduled to continue for approximately another year.

Royal North Shore Hospital

- Douglas Building levels 5 and 6 works are at an advanced stage and nearly ready for commissioning.

Ryde Hospital

- Denistone House sandstone restoration works are progressing well with successful completion of the initial sandstone restoration replacing damaged blocks at the base of the building. Work has also commenced on additional improvements including external painting, portico

Mental Health Drug and Alcohol (MHDA)

MHDA was awarded funding under the COVID-19 Maintenance Assistance Program (MAP) FY20. The works that have been funded include:

- Negative pressure works at HKH Mental Health Intensive Care
- Sewer replacement at MQH – Tarban House and Figtree Unit
- Hot water system replacement at MQH – Parkview Unit.

COMMUNICATIONS

Media and Communications

- Two district newsletters were published to inform staff and the community of NSHLHD's preparedness for COVID-19 and celebrate achievements of staff. The newsletters are also distributed to councils and MPs in the area.
- There are now 30,838 people who follow our hospital and district Facebook pages, an increase of more than 1000 in the past month. There was a total reach of 1.09 million people.
- Prof Rory Clifton-Bligh of the Kolling Institute and RNSH featured in Sydney Morning Herald, Channel 9 and 7 on a COVID-19 smell study being conducted.
- Extensive planning and covering of International Day of the Midwife and International Nurses Day events for newsletter and social media.
- Media opportunity and press announcement of Herbert Street Precinct Redevelopment with NSW Minister for Water, Property and Housing, Melinda Pavey. Channel 7 and the North Shore Times featured the announcement.
- Posters and signage collateral produced with public health messaging.
- Regular CE email messages for all staff on issues relating to COVID-19
- Filming with the Ministry of Health at RNSH and Ryde Hospital of staff who have been tested for COVID-19. The videos aim to encourage the community to get tested even if they have mild symptoms.
- Nine News interviewed staff at RNSH ED who received a food donation from 'Feed our medics' – a project using crowd-funding to pay local restaurants to make hot meals for staff at hospitals
- Production of a series of 10 short videos with clinicians asked questions about COVID-19 in similar style to the ABC TV series You Can't Ask That. Promoted through social media channels.

Projects

- Facilitating media opportunity for Herbert Street Precinct Redevelopment.
- Working with research team on content for International Clinical Trials Day.
- Work on communication strategy with NSW Planning Department on potential fire station at Macquarie Hospital campus.
- Working on short videos for the public highlighting the new benefits of the stage 2 redevelopment of Hornsby Hospital. The videos will be hosted on the website and profile newly opened departments, with the first being Medical Imaging.
- Website redesign process is progressing to review and transfer content from the current website design to the new design.
- Promotion, development and maintenance of MedApp to provide COVID-19 information to front line clinicians
- Development of a responsive website so COVID-19 information on the Intranet can be viewed on mobile devices

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

COVID-19 ICT solutions

ICT continues to find innovative solutions to the new challenges arising from the COVID-19 response. Through May, NSLHD was able to partner with eHealth to deliver COVID testing clinics for the communities in Manly and Chatswood on the basis of a new model of delivering network communications to remote sites. This allowed pop-up clinics to be established in only a few days with full network functionality allowing clinicians able to have full electronic Medical Record (eMR) and other Local Health District ICT system access.

ICT has worked with NSW Health Pathology (in partnership with Amazon Web Services, Deloitte Australia and Microsoft) to deploy a state-wide automated COVID-19 SMS Results Service to help staff and patients tested for COVID-19 get their negative results faster via their personal mobile phones — NSLHD has rolled this out to all sites and was one of the lead Districts implementing the new system following the successful pilot at Royal North Shore Hospital in early April. NSLHD has the third highest number of SMS notifications to patients in the state with over 15,000 messages being sent up to 31 May 2020.

ICT in collaboration with frontline clinical staff and eHealth NSW have developed and implemented additional eMR COVID-19 functionality in May to support clinical documentation, alerting, reporting, protocols, and workflows related to the response. These eMR updates have been well received by clinicians.

Telehealth update

ICT continue to support the major expansion of Telehealth and have released a Video Conferencing Platform guide to help staff/clinicians and patients access and use these virtual tools. Additional departmental Skype for Business “Super-Users” have also been identified and trained in using our virtual tools to further assist clinicians to navigate and facilitate virtual meetings and services.

eMR

In collaboration with eHealth ICT continue to progress work towards the implementation of the several initiatives to enhance clinical documentation and workflow in electronic Medical Record (eMR). In particular, NSLHD is the state pilot for the Advance Care Planning and End of Life Care solutions in July and August 2020 respectively.

PACS/RIS

Planning continues for the implementation of the State-wide PACS/RIS Program (Medical Imaging System Replacement/Upgrade). NSLHD (partnering with Central Coast Local Health District and eHealth NSW) will be one of the first LOCAL HEALTH DISTRICT's to go live around April-May 2021. The Steering Committee Meetings have commenced with the initial meeting held on 6 May 2020. There has been excellent engagement with the Local Health District clinicians as part of the governance and speciality working groups.

MEDICAL SERVICES

Senior Medical Practitioners

The VMO Quinquennial reappointment process continues to progress with the Credentialing (Clinical Privileges) Sub-Committees being undertaken in preparing VMOs for consideration of recommendation to the MDAAC. Contracts are now also in the process of being drafted in preparation for issuing to those VMOs who have been approved by the MDAAC to date.

Junior Medical Officers (JMOs)

The NSLHD JMO Wellbeing Board Committee continues to meet monthly. At the May meeting discussion returned to progressing activities relating to the 2019 - 2021 Health and Wellbeing NSLHD JMO Plan. The JMOs have identified their main priority for action currently as progressing the JMO section on the updated NSLHD website; feedback has been given and a small group will advise the developer about a mock up page to be created.

MENTAL HEALTH, DRUG & ALCOHOL (MHDA)

NDIS Virtual Workshop

The workshop was conducted on 27 May 2020, with a number of pre-recorded presentations and virtual workgroups. Initial feedback has been that the workshop was well supported and received by clinicians.

Coral Tree Family Service (CTFS)

This NSW state-wide tertiary-referral service that aims to assist the families of children experiencing mental health, behavioural, emotional and relationship difficulties. The service will be developing a short video to enable families to have a virtual tour of the service. In combination with assessments conducted via Telehealth this virtual walk around of CTFS will support families to feel a little more comfortable with entering the service.

YES Qualitative Data Thematic Analysis

A thematic analysis of YES qualitative data has been undertaken of narratives accompanying the YES surveys submitted during 2019. Whilst the report is being collated, the initial findings in review of 105 surveys identified particular strengths in person centred care, openness, respect and empowerment.

NURSING AND MIDWIFERY

COVID-19

The Nursing and Midwifery Directorate (NMD) continues to provide significant support and coordination across a range responses to COVID-19:

- Staffing of a community COVID-19 clinic based at Manly from 1 May to 24 May 2020.
- Coordination and establishment of a pop-up community COVID-19 clinic in Chatswood which opened on 27 May 2020.
- Continued operation of a Staff COVID-19 Clinic on Level 4, Douglas Building at Royal North Shore Hospital (RNSH).

- ‘Swab teams’ continue to make community visits to perform discharge swabs for patients in home isolation and Residential Aged Care Facilities.
- Continued operation and oversight of the NSLHD ‘Virtual Hospital’, conducting welfare checks and providing advice to patients testing positive for COVID-19 as well as providing negative results.
- Continuance of Temperature Check Stations across Hospitals and Services.

Safety Culture and Practice Development

The Practice Development team is currently facilitating workshops at Ryde Hospital to build capacity for staff to capture patient stories. This will help with gaining an understanding of the healthcare experience from the patient’s perspective and contribute to the identification of opportunities to improve our delivery of safe, quality healthcare.

NMD’s Safety Culture team is investigating safety huddles and how these are conducted across NSLHD. These brief, routine meetings will be piloted in wards not currently using them with the aim of sharing information about potential or existing safety problems facing our patients and staff.

The Mental Health Pathways in Practice (MHPiP) project has recommended activity and currently, consultation is being sought from senior mental health clinical nurses and management leads to ensure NSLHD representation and input to the statewide MHPiP program.

Workforce Capacity and Development

Approximately 20 graduating Student Enrolled Nurses (SENs) interviewed on Thursday 28 May 2020 for temporary positions across NSLHD hospitals and Services. The NSW Ministry of Health cohort of SENs completed their final clinical placement on Friday 29 May 2020, while the August 2019 cohort completed the third Block of their placement on Friday 22 May 2020.

The 90 Day Challenge draws to a close within the Division of Medicine at RNSH on 7 June 2020. During the Challenge, significant improvements in rostering practices have been demonstrated, such as reduced use of additional shifts, unused contracted hours and warnings despite the current challenging environment.

A concerted effort has been made to increase the uptake of skills entered into HealthRoster during the COVID-19 situation, and New Manager sessions continue to be provided with a focus on Roster Analyser and its relationship to budget, skill mix and safe and efficient rosters.

Applications for the MidStart program opened on Wednesday 27 May, and NSLHD will take 8 postgraduate student midwives in 2021.

2020 International Year of the Nurse and the Midwife

The World Health Organisation declared 2020 the International Year of the Nurse and the Midwife and this presented a unique opportunity to recognise and showcase the work and contributions of nurses and midwives to patients and to the health system more broadly.

Through Skype, virtual meetings, and other arrangements, NSLHD also celebrated International Nurses Day on 12 May 2020 and International Day of the Midwife on 5 May 2020.

Celebrations occurred across NSLHD Hospitals and Services and included awards recognising nurses and midwives, visits from the Chief Executive and A/Director Nursing & Midwifery, and deliveries of fruit baskets, coffee mugs, and chocolates.

NSLHD Nursing and Midwifery Directorate Awards

The NSLHD Nursing and Midwifery Directorate Awards were launched on Wednesday 20 May 2020. Every year the NSLHD Nursing and Midwifery Directorate invites all employees across the Local Health District to recognise and nominate exceptional Nursing and Midwifery Staff in the following categories:

- Nursing/Midwifery Team of the Year
- Clinical Educator of the Year
- Registered Nurse of the Year
- Enrolled Nurse of the Year
- Assistant in Nursing / Midwifery of the Year
- Casual Pool Nurse/Midwife of the Year – Acute Care Services (includes RN, RM, EN, AIN and AIM)
- Casual Pool Nurse of the Year – MHDA Services (includes RN, EN, AIN)

This year the entries close 14 June 2020.

PATIENT ACCESS and LOGISTIC UNIT (PALS)

- The Patient Transport Services (PTS) Pilot Program has been live since 14 April 2020 and to date the pilot has seen relationships built and communication pathways opened up in areas such as dialysis and ambulatory care to facilitate improved awareness and collaboration with PTS to achieve time effective pick-ups and efficient use of transport resources.
- PALS has recently partnered with NSW Ambulance and the Aged Care Rapid Response Team (ARRT) to support the review of appropriate transfers from Residential Aged Care Facilities by the ARRT.

PEOPLE AND CULTURE

Diversity Inclusion and Belonging Council

Staff focus groups and an online survey were implemented earlier in the year to gather staff feedback and insights into what diversity inclusion and belonging means to them at NSLHD. Ideas for improvement and a potential work program for our new strategy were highlighted. The results of this were reported to our second council meeting which was very well attended and held in May via Skype.

NSLHD also acknowledged International Day Against Homophobia Biphobia Intersexism and Transphobia (IDAHOBIT) day in May 2020. The date stands in solemn recognition of May 17, 1990, when the World Health Organisation's then-new International Statistical Classification of Diseases no longer listed homosexuality as a diagnosis for mental illness and is an important day to celebrate LGBTQI+ people and raise awareness about ongoing discrimination and health disparities.

Leadership Development Program

As part of the NSLHD Leadership Strategy the Leadership Development Program has recommenced. A pilot group of 20 potential future leaders have undergone an application process and panel assessment by representatives across the District Executive teams.

The pilot group will undertake a formal development program which is mapped to our priority leadership capabilities (we utilise the NSW Public Service Commission capabilities to underpin our programs). The program includes psychometric assessment tools for informing development plans, as well as group learning, action learning sets and executive presentations. We are leveraging our COVID-19 leadership journey and exploring innovations and new ways of working in a post COVID world.

Once the program has completed and following evaluation the Leadership Development Program will be rolled out to larger numbers in 2021. The next area of focus for the team is on our new Emerging Senior Leaders program, with planning commencing in July for a 2021 pilot implementation.

The outcomes these programs are aiming to achieve will be to build a pipeline of future leaders across our District, retaining our high potential talent, and establish a leadership community that collegially drives improvement across culture, performance and patient care.

PRIMARY & COMMUNITY HEALTH

Recommencement of Services

Primary and Community Health had ceased services for BreastScreen, Oral Health and STEPS due to the high COVID-19 risk. BreastScreen has implemented a staged recommencement of Services from 18 May 2020. Oral Health Services and the Statewide Eyesight Preschooler Screening Program (StEPS) will gradually recommence services from mid-June 2020.

RESEARCH AND PRACTICE DEVELOPMENT

COVID-19 Research Group

The COVID-19 Research Group, chaired by Dr Bernie Hudson, continues to meet weekly to facilitate high quality COVID-19 research across NSLHD and the Research Ethics and Governance Office is ensuring assessments for these studies are given high priority. There are currently 30 COVID studies planned or underway at NSLHD, including biomarker studies, research impacting the impact of COVID-19 on clinical care, prophylaxis research and wellbeing studies. A key concern of the COVID-19 group is ensuring that contact with potential research participants for recruitment purposes is ethical and appropriate. NSLHD has submitted applications for the Office of Health and Medical Research COVID-19 Grant program Round 1.

Translational Research Grants Scheme (TRGS)

NSLHD has received almost double the number of submissions for TRGS in 2020 than it received in the previous two years. A representative group of members of the Research Advisory Committee is currently reviewing and selecting the best five applications (as required by OHMR) to progress to full submission, to be considered for funding for TRGS Round 5.

NHMRC Investigator Grants

Professor David Hunter was successful in securing over \$2,500,000 in the competitive NHMRC Investigator Grants for his research, *Transforming treatment options and delivery of care for osteoarthritis*.

Research Recognition

Associate Professor Rory Clifton-Bligh received significant media attention (television, print, radio, online, social) regarding his current study to develop an early screening test for COVID-19, currently being carried out RNSH.

International Clinical Trials Day

International Clinical Trials Day was commemorated on 20th May. NSLHD celebrated this day by raising awareness of the work of several key trials groups across the District, such as the Rehabilitation and Aged Care Service at Hornsby Hospital, which includes the Dementia Drug Trial group. This group, led by Professor Sue Kurrle, provides patients with access to a number of multisite trials for dementia and Alzheimer's disease.

KOLLING INSTITUTE OF MEDICAL RESEARCH

Kolling Strategic Plan

The Kolling Strategic Plan is in the final stages of consultation with meetings planned with senior researchers, early and mid-career researchers and wider Kolling stakeholders in coming weeks. The Kolling is working closely with NSLHD and the University of Sydney to ensure a safe, phased and carefully planned return to work for researchers who require access to the laboratories.

NORTH FOUNDATION

The NORTH Foundation continues philanthropy and fundraising activities including the Tax Appeal 2020 with a focus on patient services and research, and a letter box drop across 30,000 households including the following suburbs: Crows Nest, Greenwich, Naremburn, St Leonards, Wollstonecraft, McMahons Point, North Sydney, Waverton, Kirribilli, Mosman, Spit Junction, Cremorne Point, Hunters Hill, Woolwich, Middle Cove.

SERVICE IMPROVEMENT

The COVID-19 Virtual Hospital had 15 new admissions of COVID-19 positive patients with 35 patients discharged in the month of May. Over 150 occasions of service via Telehealth were conducted by nurses and doctors. The Team continue to refine and improve the operational procedures.

The capacity of the District to conduct Telehealth at the majority of its outpatient services continues to be expanded. In the month of April, the District conducted over 47,000 video conference and telephone occasions of service with patients. Evaluation of the patient experience, clinician experience, financial and environmental impacts will commence shortly with the aim of ensuring a better understanding of how Telehealth can be sustained post-COVID-19.

SYDNEY NORTH PRIMARY HEALTH NETWORK (SNHN)

NSLHD and SNHN continue to work together on responses to the COVID-19 pandemic; new activities include:

- Establishing locations of new COVID-19 testing clinics
- Primary care involvement in the LHD 'Strike Force' team which will be mobilised in response to any COVID hotspots
- Design of a 'concierge' model to support older persons access health and social support services in the context of the COVID-19
- Planning for the future health system, in the post COVID-19 context.

Joint work continues on palliative care, mental health, and early childhood, as well as the Ministry Collaborative Commissioning program, focusing on aged care.



Deb Willcox
Chief Executive

Date: 12 June 2020