

CE Report



Health
Northern Sydney
Local Health District

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

Contents

NSLHD PERFORMANCE	3
SAFETY AND QUALITY	3
PATIENT FLOW AND SERVICE ACCESS	4
SERVICE IMPROVEMENT AND INNOVATION	6
INTEGRATED CARE	6
FINANCIAL PERFORMANCE.....	7
SERVICE UPDATES	7
Aboriginal Health Service	8
Allied Health	8
Mental Health, Drug & Alcohol (MHDA)	8
Primary & Community Health (PACH)	8
Counter Disaster	9
COMMUNICATIONS.....	9
INFORMATION & COMMUNICATION TECHNOLOGY (ICT)	10
MEDICAL SERVICES	11
NURSING AND MIDWIFERY.....	11
PEOPLE AND CULTURE	13
RESEARCH	14
NORTH FOUNDATION.....	16

NSLHD PERFORMANCE

NSLHD remains at Performance Level 0

Safety and Quality Indicators (November 2020)

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ¹		< 1.0 ³	0.9	1.1		< 1.0 ³	0.7	1.3
ICU CLAB Infection Rate ¹		= 0.0	0.0	0.0		= 0.0	0.0	0.0
Incorrect Procedures: OT		= 0	0	0		= 0	0	0
MH: Readmissions within 28 Days ²		≤ 13%	9.1%	3.9%		≤13%	8.0%	5.0%
MH: APDC Follow Up Within 7 days ²		≥ 75% ³	85%	15.0%		≥75% ³	84%	13.7%
Unplanned Hospital Readmissions [#]		6.7%	7.1%	0.4%		6.5%	6.6%	0.1%

¹Data 1 month delay

²Data 2 month delay

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

³Updated February 2021 to reflect 2020/21 Service Agreement Targets

SAFETY AND QUALITY

Mask Fit Checking

Mask Fit Checking has commenced across Royal North Shore Hospital (RNSH), Hornsby Kuring-gai Hospital (HKH) and Ryde Hospital as part of the Clinical Excellence Commission's (CEC) Respiratory Protection Program (RPP). 20 staff have been trained to perform fit testing of P2/N95 type masks (respirator). Over the coming months 3000 staff working in high risk areas will be fit tested.

Incident Management launch 14 December 2020

A revised Incident Management Policy will be enacted on the 14 December 2020 as a result of changes to the *Health Legislation Amendment Act 2018 No 2*. This will change how we respond and manage serious incidents, both clinical and corporate, with a reinvigorated focus on patients, carers, families and staff.

'Kindness Works Here' initiative

The District promoted World Kindness Day on Friday 13 November 2020, acknowledging the dedication and commitment to delivering high-quality and compassionate care to the people of New South Wales. A follow on from this is the 'Kindness Works Here' initiative being promoted by the Ministry of Health (MoH). The 'Kindness Works Here' initiative supports the 'Elevating the Human Experience' work and aligns to the Consumer and Patient Experience portfolio to improve human centred design, person centred care, complaints and patient experience. Next steps are to establish a Steering Committee to develop strategies for human centred design with alignment to improving the culture of kindness in the Northern Sydney Local Health District (NSLHD).

Safety and Quality Curriculum

The CEC will launch the new Safety and Quality Curriculum Pathway in July 2021. This learning pathway is designed to develop the skills, knowledge and mindsets of health staff to apply patient safety and quality improvement in everyday practice. There are four programs within the curriculum pathway; foundational, intermediate, adept and advanced. The learning

outcomes of the four programs have been mapped to the appropriate level for their target staff group, as outlined in the NSW Health Patient Safety and Quality Improvement Capabilities Group, and have been designed to provide the appropriate 'dose' of safety and quality improvement content to meet the capability level. The 'foundational' program is targeted for all staff while the 'advanced' program will be for experts and leads in safety and quality. The Safety and Quality Curriculum will be conducted by local health districts (LHD) rather than centrally run by the CEC as in the past. A faculty of LHD experts will be convened to support the curriculum delivery.

PATIENT FLOW AND SERVICE ACCESS¹

Northern Sydney Local Health District (NSLHD)

Across NSLHD, there were 12,634 presentations to Emergency Departments (EDs) in October 2020, a decrease of 6.11% (822) compared to presentations in October 2019.

NSLHD continues to perform strongly for Transfer of Care, achieving 93% for October 2020. ETP for the month was 70%. Within this, Ryde Hospital achieved 83%, HKH achieved 81% and RNSH achieved 61%.

NSLHD has 27 patients overdue for elective surgery at the end of October 2020, 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 private facilities.

Emergency Department (ED) Presentations

ED presentations to NSLHD for October 2020 decreased by 822 patients overall when compared to October 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 70% in October 2020 against the target of 81%. This demonstrates no change when compared to October 2019.

ETP at RNSH was 61% for October 2020, a decrease of 1% from October 2019. Presentation numbers decreased by 6.41% (476 patients) when compared to October 2019.

ETP at Ryde Hospital was 83% for October 2020, a decrease of 2% from October 2019. Presentation numbers decreased by 8.9% (223 patients) when compared to October 2019.

ETP at HKH was 81% for October 2020, an increase of 1% from October 2019. Presentation numbers decreased by 3.5% (123 patients) when compared to October 2019.

Transfer of Care (ToC)

NSLHD continues to perform strongly against this indicator, achieving 93% for October 2020 against the target of 90%.

ToC at Ryde Hospital in October 2020 was 99%, this is alongside a 15.6% decrease in ambulance arrivals (97 ambulances) when compared to October 2019.

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

ToC at RNSH in October 2020 was 90%, this is alongside a 4.2% decrease in ambulance arrivals (75 ambulances) when compared to October 2019.

ToC at HKH in October 2020 was 98%, this is alongside a 10.7% decrease in ambulance arrivals (81 ambulances) when compared to October 2019.

ED Triage

NSLHD met the target for Triage Category 1 in October 2020. Within this, all facilities achieved 100%.

NSLHD achieved 82% for Triage Category 2 against the target of 95%. Within this, HKH recorded 87%, RNSH recorded 78% and Ryde recorded 91%.

NSLHD achieved 82% for Triage Category 3 against the target of 85%. Within this, HKH recorded 89%, RNSH recorded 75% and Ryde recorded 90%.

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

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

Elective Surgery Access Performance (ESAP)

At the end of October 2020, there were 27 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and 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 91%, and Category 3 performance was 87% against the target of 97%. A 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 ALOS at HKH for October 2020 was 3.67 days, and has been consistently below the target of 3.98 days for 12 months. The ALOS at Ryde for October 2020 was 4.78 days, above the target of 3.79 days. The ALOS at RNSH for October 2020 was 4.91 days. This is below the target of 4.94 days.

NORTHERN BEACHES HOSPITAL (NBH)

ED Presentations

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

In November 2020, NBH recorded 10,990 presentations with 4,965 of these presentations linked to the COVID-19 Clinic. COVID-19 Clinic presentations have increased by 54% since October 2020.

NSLHD analysis shows that when COVID-19 Clinic presentations are removed, demand for ED services in November 2020 is slightly higher than November 2019 volumes.

Transfer of Care (ToC)

NBH continues to perform strongly against TOC targets, achieving 99.6% for November 2020.

Emergency Treatment Performance (ETP)

Data errors related to ETP reporting through the NBH Dashboard have been identified. These errors have resulted in inaccurate data being reported when data is extracted prior to review and correction of data errors. NBH-Relationships team is working through the identified issue with NSLHD Performance Unit and NBH, to ensure accurate data is presented within this monthly reporting.

SERVICE IMPROVEMENT AND INNOVATION

The second Innovation Pitch event for the year was held on 18 November. Five groups of clinicians presented a fantastic range of projects to improve patient care and experience across the District. Funding was awarded to 'The GPS – Nasogastric Tube' project to purchase the Cortrak 2 eternal feed systems for RNSH Neurosurgery ward.

The bedside unit allows real-time confirmation of nasogastric tube placement, without the need for a chest x-ray and providing more timely care for patients. The second project, 'Moving from Sick to Sic!' mental health recovery through group activity and connection, received funding to provide three weekly group activity sessions for young adults at HKH early psychosis intervention service. Two brave young men and the mum of a young woman who have attended the service told their very personal stories and how engagement and activity had made such a difference in their care.

NSLHD Outpatients Guiding Principles is being consulted on with Clinical Networks. Its purpose is to provide a practical guide to support the review and development of non-admitted services in the District so that the services are more focussed on supporting the patient flow of the acute system, and promoting care in the community where clinically appropriate. This work will provide services the opportunity to reflect on what and how services are provided to patients as activity begins to re-open post COVID-19.

A Steering Committee chaired by Dr Elizabeth Swinburne, Emergency Physician and Acute/ Post-Acute Care (APAC) Consultant is meeting monthly to address the recommendations from the NSLHD APAC Review Report of 2019 (Hospital In The Home). A new referral pathway and medical governance model is expected to be implemented in early 2021 to improve the rate of referrals by medical practitioners from all facilities.

INTEGRATED CARE

The Collaborative Commissioning program is progressing with over 50 consultations held with GPs, LHD staff and other services to date and more scheduled. Consumer consultation is being organised through Health Consumers NSW and the Health Consumers Forum to ensure we can work closely with our community on an ongoing basis. The MoH will support the development of Collaborative Commissioning by funding a 'Dynamic Simulation Model' which will allow decision support conversations regarding the pathway to take place on a deep evidence base. There will be a significant amount of work to finalise the pathway early next year and plan for its implementation across the LHD and Primary Health Network (PHN).

The Concierge system is being developed in partnership with a preferred provider, who has attended multiple workshops to develop the Concierge and is preparing an Implementation Plan for LHD and PHN approval. Should the Implementation Plan be accepted, the preferred provider will be contracted to deliver the service.

Work continues on the Planned Care for Better Health (PCBH) program with implementation being driven by the MoH. The MoH has begun providing data on the draft algorithm that identifies the patients that will be enrolled in PCBH. We are undertaking a process with Primary and Community Health (PACH) to validate the information coming from the MoH and will work on understanding what the implications could mean for the Chronic Disease Management Program run by PACH.

FINANCIAL PERFORMANCE

General Fund

Overview

The District's Net Cost of Service (NCOS) for November 2020 was \$5.22m (-4%) unfavourable, resulting in \$23.35m (-3.9%) unfavourable position YTD. This unfavourable position incorporates incremental costs associated with the District's COVID-19 response. Hence, after adjusting for the impact of the COVID-19 response, the NCOS for November 2020 YTD is \$14.71m (-2.4 %) 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 is continuously monitoring the District's 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 after adjusting for the COVID-19 impact was \$0.02m (-0.01%) unfavourable for the month and \$7.7m (-1%) unfavourable YTD. This deficit is primarily driven by employee related expense and goods & services at RNSH. The LHD will work closely with RNSH to reduce this deficit via Roadmap savings strategies.

Overall YTD COVID-19 expense for the District is \$50.3m which is mainly composed of COVID-19 clinics, testing and outsourced patient services activities.

The District is currently forecasting a Full Year (FY) position of \$18m unfavourable after adjusting for the impact of COVID-19 response. This forecast position which has been agreed upon with the MoH and PMO, is subject to the success of Roadmap Savings initiatives.

Revenue

Total NSLHD Own Sources Revenue for November 2020 was \$5.8m unfavourable, resulting in \$6.9m (-5.5%) unfavourable YTD. November month's result is attributable to the following:

- MoH has allocated an additional \$14.3m Full Year Revenue Target to the District as part of the Final Service Agreement as released in November. Hence, the District recognised \$5.9m of Revenue Target in November which represents 5 months' of Target YTD.
- Excluding the impact of the additional MoH allocated Revenue Target, NSLHD Own Sources Revenue was \$0.1m favourable for the month. This is primarily driven by better than expected work cover and ineligible income.

District Finance's Revenue team 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 continues to closely monitor and improve its Private Patient conversion rate.

District Finance has revised the FY revenue forecast from \$3.0m to \$17.3m unfavourable as a result of the additional \$14.3m Revenue Target.

SERVICE UPDATES

Aboriginal Health Service

The 'Theresa Durante & Alana Rousselot NSLHD Aboriginal Health Service Wall of Fame' was unveiled on 20 November 2020 in the main foyer of RNSH. Two individuals who demonstrate and provide ongoing support for both the NSLHD Aboriginal Health Service and the NSLHD Aboriginal and Torres Strait Islander community were inducted into the Wall of Fame for 2020; Mr Adam Cryer, a community member, and the Chief Executive, NSLHD.

The NSLHD Aboriginal Health Service has successfully recruited to the position of Deputy Director, NSLHD Aboriginal Health Services. Mr Paul Weir commenced in the position on 9 November 2020

The NSLHD Executive Team attended a face to face *Respecting the Difference* training session on 23 November 2020. The training was facilitated by the NSLHD Aboriginal Health Service, Director, Deputy Director and Workforce Manager.

Allied Health

The NSLHD Disability Strategy Manager has closely followed the public hearings of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. The following topics were covered:

- Health care and services for people with cognitive disability
- Experiences of people with disability during the ongoing COVID-19 Pandemic
- Psychotropic medication, behaviour support and behaviours of concern

Issues from these hearings were highlighted at the NSLHD Disability Inclusion Action Plan (DIAP) Committee. In October 2020 the commission released an interim report with key points on data capture and disability-related adjustments in health care services. The MoH is expected to communicate required actions to the LHDs this month.

The International Day of People with a Disability is a United Nations observed day proclaimed in 1992 and is celebrated internationally on 3 December. It aims to increase public awareness, understanding and acceptance of people with disability and celebrate their achievements and contributions. The theme this year is "Not all disabilities are visible".

While celebrating this day this year NSLHD invited staff to join the Employee Resource Network for Disability – a voluntary, employee led space to amplify the voices of staff with a disability, those who champion these staff, and staff who care for people living with a disability. This network is part of the district's Diversity, Inclusion and Belonging Strategy 2020-2022.

Mental Health, Drug & Alcohol (MHDA)

MHDA is continuing to implement new projects under COVID-19 funding as well as the 'Towards Zero Suicides in Care' project. Recruitment for positions within the projects is progressing. The MHDA Mental Health Information Team has worked alongside individual Executive Project leads to develop appropriate reporting measures and parameters to ensure accurate activity is captured across all projects and initiatives.

MHDA has been advised of a number of new performance measures as a result of the new MoH Service Level Agreement. There has also been a change (increased) to the Post Discharge Community Care target.

Primary & Community Health (PACH)

The PACH Recognition and Excellence Awards were held on 20 November 2020 as a COVID-19 safe, socially distanced event. This was attended by NSLHD Executives.

Linda Wadsworth, Director Nursing, Northern Sydney Home Nursing Service (NSHNS) received a 35 consecutive year pin and certificate. Linda is a much admired member of the

PACH Executive Team. Irena Liddell was presented with the Consumer Award for her wealth of knowledge and valuable support of Transitional Aged Care Program.

The HIV & Sexual Health team won the PACH Diversity Award 2020, recognising their development, in consultation with Trans and Gender Diverse (TGD) community organisations and stakeholders, of a model of care for the TGD community of NSLHD wanting to access gender affirming care.

This model of care is evidenced based, guided by best practice clinical guidelines and has offered a highly vulnerable and marginalised community with essential access to medical care and support. The event was an excellent opportunity to celebrate staff achievements after a challenging year.

Counter Disaster

The team has been focussing on exercising a number of the emergency codes and internal response teams. This has included looking at safety and risk management in the applications for the front line emergency responses.

The first requests for Health Liaison in the Local Emergency Management Centre have been received after the recent warm weather. This has reinforced the need for essential bushfire preparedness.

COMMUNICATIONS

Internal media

- CE broadcast on changes to COVID-19 restrictions in facilities; World Kindness Day; Remembrance Day; International Pathology Day; Exceptional People Award nominees; Diversity, Inclusion and Belonging Strategy, anti-domestic violence campaign.
- Published two newsletters – November 5 (2.1k views) and November 20 (1.6k views)
- Developed patient experience posters with Ryde Hospital capturing the patient experience (CAPE) initiative.
- Produced promotional material for NSW Ambulance and HKH pre-blood collection trial.
- Assisted with the Time in Service ceremonies held across the district.
- Assisted with Mental Health Rewards and Recognition ceremony.
- Supported the Innovation Pitch round two 2020.
- Produced additional COVID-19 material of easing of restrictions.
- Organising communications and activities for Mental Health Month, Carers Week and the Exceptional People Awards.
- Stock photography at facilities for website and publications.
- Produced NSLHD 2020 Year in Review.
- Development of content for the Kolling Institute's Research Strategy and the communications plan to promote the strategy.
- Organised the Annual Public Meeting.
- Organised the Minister of Health's visit to Manly Youth Hospice.

Social media

- For the month of November, our Facebook pages across NLSHD have attracted almost 132,000 unique Facebook users, which total more than 34,000 likes.
- Twitter received 15 new followers and almost 3600 tweet impressions, while LinkedIn attracted 268 new followers. On Instagram, momentum is building with 120 followers in three months after starting the page.
- Kolling social media posts highlighting research activity, events and awards, including Ryan Davis' appointment as president of the Australian Society for Medical Research, and the National Health and Medical Research Council (NHMRC) and pain funding.

External media

- Media coverage of Pain Management Research Institute study into back pain. The story featured Paul Glare, Paul Wrigley and Karin Aubrey, along with one of Prof Glare's patients. (media monitoring indicates a reach of 188,000 people)
- Media release on Hornsby Director of ED safe Christmas message.
- 100 years of the Kolling special newsletter.
- Media statement provided regarding investigation into elderly patient at Hornsby Hospital.
- Media statement on Ryde maternity services.
- Media release on Manly Adolescent and Young Adult Hospice.
- Media release on Bureau of Health Information media release for July – September 2020 quarter.

Upcoming events

- Exceptional People Awards.
- Minister for Health visit to Hornsby Hospital.

Projects

- Website development – uploading of content in preparation for launch.
- First 2000 days communications strategy development.
- RNSH ICU premature baby book.
- Ryde redevelopment.

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;

- Draft Evaluation Reports for the Advance Care Planning (ACP) and End of Life Care (EOLC) Pilots were released to the Steering Committee for review on 11 and 24 November 2020 respectively. Both solutions have been adopted well by clinicians. The results will be used to recommend the appropriateness of the ACP and EOLC solutions for general release across all relevant Local Health Districts in 2021.
- Recording of the 'Person Responsible' in line with the Guardianship Act 1987 and in the MoH Information Bulletin 031. This information is now available and is being adopted by clinicians.
- The Domestic Violence Routine Screening tool was implemented in the Districts Emergency Departments on 10 November 2020 and is being used to detect early identification intervention for further support and referrals.
- The eMR's patient privacy auditing solution (P2 Sentinel) will provide a record of access to patient information within the organisation and will be available for use in early 2021.

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

The proposed site go-live sequence between April and May in 2021 will be tabled at the December 2020 Steering Committee for endorsement.

The project work streams have commenced development of future state workflows in conjunction with vendors and key stakeholders. The approach to migrate clinical data from the existing GE system to the new PACS/RIS is a key focus with details expected to be defined next period.

Web Enhancement Project

User Acceptance Testing (UAT) has been completed on the new website with positive feedback received from consumers and clinical services. The go-live of the new website is expected to occur this month.

Cyber Security

Cyber Security Roadmap activities continue with a focus on developing cyber awareness amongst all staff. A media communications company has been engaged to develop materials targeted at clinical staff and ICT has continued regular communications regarding cyber vigilance and available training. ICT presented on Cyber Security to the Board Audit and Risk Committee this month.

MEDICAL SERVICES

As part of the arrangements under the NSW Government Legal Services (Medico-Legal) Panel, Makinson d'Apice Lawyers have offered to present three Legal Education Seminars to NSLHD staff. The seminars are; Medical Negligence Claims against NSW Hospitals; A guide to coronial investigations and inquests; and Medico-Legal Perspectives on Record-Keeping.

Senior Medical Practitioners

The process of updating the credentials of Staff Specialists and Clinical Academics, who have not had their clinical privileges reviewed in the last five years, has commenced. Due to the State-wide Model Scopes of Clinical Practice (MSoCP) being implemented in the last 12-18 months some hospitals and services have opted to update the credentials of all their Staff Specialists and Clinical Academics to align all Senior Medical Practitioners in each Department to the new MSoCP.

Junior Medical Officers (JMOs)

The MoH has acknowledged the efforts of JMO Unit staff with JMO Annual Recruitment. The transition from using JMO eRecruit to Recruitment OnBoarding (ROB) JMO has progressed significantly with the commencement of the ROB JMO Support Manager, Ms Yolima Ramirez, and the ROB JMO District Lead, Ms Brianna Gerrie. The eight scheduled Change Action Sessions between eHealth and NSLHD key stakeholders have been held, generic position description are being developed and discussions are occurring to determine how NSLHD will use the system to meet policy requirements.

NSLHD JMO Wellbeing Board Committee invited Resident Medical Officers Association (RMOA) representatives from RNSH, HKH, MHDA and NBH to attend the November 2020 meeting. The Committee are planning a COVID-19 safe end of year event at the December committee meeting and considering activities to do in the New Year.

NURSING AND MIDWIFERY

COVID-19

Under the Nursing and Midwifery Directorate (NMD), the COVID-19 Response Team has now taken over management of all visitor screening points across NSLHD, including recruitment and rostering of all staff involved.

There has been targeted recruitment to the COVID-19 Response Team with 61.16 FTE nursing staff and 156.11 administrative staff.

The Response Team have developed Participant and Assessor Guides to ensure customer service and data integrity is consistent across NSLHD COVID-19 Clinics and visitor screening points.

Safety Culture and Practice Development

The Safety Culture and Practice Development have reviewed and produced revisions of a number of policies, procedures and guidelines including: Nurse Initiated Medication; Nurses and Midwives Partnering with Patients, Families and Carers to Deliver Person Centred Care; Clinical Handover; and Emergency Equipment (Resuscitation Trolley) Checking – NSLHD.

The Team have consulted extensively with hospital and service representatives and the New South Wales Nurses and Midwives Association (NSWNMA) with regard to the review and development of the NSLHD Patient Special policy.

The Team have a number of ongoing projects currently underway including:

- Meals Matter project at Macquarie Hospital.
- Patient Story Collection at RNSH.
- Intentional Rounding project at HKH.
- Delirium Portal project which will be a district-wide database.
- Action Learning with the Division of Women, Children & Family Health at RNSH.

Nursing and Midwifery Workforce

The NMD Nursing and Midwifery Workforce team have been recruiting heavily to increase capacity to meet the demands of service requirements. As well as participating in the recruitment of staff to the COVID-19 Response Team, there are currently 12 open requisitions taking applications for the NSLHD Nursing and Midwifery Casual Pool, including three for general nursing, three for MHDA and six for specialty areas across NSLHD. The team is also coordinating recruitment of the Nurse Manager role for the NSLHD Public Health Unit and the Nurse Immuniser Casual Pool.

The Statewide 2021 GradStart recruitment drive candidates were notified of the outcome on 19 November 2020, with conditional offers emailed to successful candidates. The Nursing and Midwifery Workforce Team have scheduled a series of information sessions, including a session for successful candidates to answer questions and provide advice on next steps and four sessions for candidates on the eList to answer questions about the process, provide interview feedback and guidance and give advice on next steps and options available to eListed candidates.

Systems and Informatics

The 90 Day HealthRoster Challenge is now complete in the Division of Women, Children's and Family Health at RNSH. There were some pleasing improvements demonstrated and areas of focus identified and discussed with the management team.

Roster templates for the COVID-19 Response team have been updated to provide anticipated staffing needs. This will allow for more targeted reporting as each facility is now rostered separately.

The Chief Nursing & Midwifery Information Officer is currently participating in the consultative for the implementation of the Infusion Management module within eMR.

Maternity Services

The feedback on the NSLHD Material Transfer Resign Project team webinar *Tricky conversations: Management and counselling at Perivable gestations* held in November has been extremely positive. The webinar was attended by Obstetric, Paediatric and Midwifery staff from across the NSLHD and Central Coast Local Health District (CCLHD) Tiered Perinatal Network, including those from the private facilities.

Patient Access and Logistic Unit (PALS)

Communication through NSLHD Media will go out by the end of this month to outline and advertise the day prior scheduling process for all NSLHD Patient Transport Service (PTS)

bookings. Day prior PTS bookings will be planned and prioritised for the following day in consultation with the District and facility Patient Flow Managers and PTS.

This process was trialled during the recent NSLHD PTS Pilot and to date it has led to improvements in customer service and patient flow with patients being picked up on an average 43 minutes sooner than PTS bookings that are made on the same day.

PALS has worked to establish a formal reconciliation process for Newborn and Paediatric Emergency Transport Services (NETS) Inter-Hospital charges. This streamlined process will ensure NSLHD sites are accurately charged by NETS which is particularly prudent with NETS now facilitating post specialise care NICU bookings, a service which was previously conducted by PTS.

PEOPLE AND CULTURE

Staff Honour Roll for Bushfire and COVID-19 deployments

An honour board has been established naming all staff who were deployed this year, both within the state during the bushfire crisis and across the country and overseas during the height of the COVID-19 pandemic. The honour board will be in the “year in review” and also on display at the Exceptional People Awards (EPA).

The 2019/20 summer bushfire season took more than 70 NSLHD staff to bushfire stricken communities to support the Murrumbidgee Local Health District (MLHD) and Southern NSW Local Health District (SNSWLHD).

The first teams were on the ground within 48 hours of the request for support with staff working alongside the districts to provide support and clinical care to isolated communities, hospitals and multipurpose facilities. A group of nurses, social workers, community nurses and a medical officer were based at Wagga Wagga. A group of mental health clinicians (MHDA) assisted SNSWLHD in Bega.

The team undertook valuable work across a range of settings, including evacuation centres, recovery centres, in the community at people’s homes, in the mental health inpatient unit and also in South East Regional Hospital. Sue Strachan, Nurse Manager, Nursing and Midwifery Directorate, was the team leader on the ground for the first two weeks of deployment, and Elisabeth Manning, Operations Manager, Macquarie Hospital, was the team leader for MHDA.

COVID-19 saw around 15 NSLHD staff deployed across the country and abroad, some part of Australian Medical Assistance Teams (AUSMAT), to areas requiring support in the management of the pandemic.

Back in February Occupational Therapist (OT) at Ryde Hospital, Rachael Marlow headed to Darwin where she along with fellow RNSH OT, Emma Tan, spent two and three weeks, respectively, assisting with the repatriation of Australians who had been on the Diamond Princess cruise ship in Japan. Nurse Unit Manager at the RNSH Burns Unit Di Elfleet was based in Port Moresby, Papua New Guinea for over a month.

Systems and Analytics

The Workforce Systems team is working in partnership with the current Personal Protective Equipment (PPE) store team to build a central online store.

This new system is an in-house tool which will replace the paper request for all (PPE). It will provide more efficiency and visibility to better manage the supply and distribution of PPE across the NLSHD. The new process will be modelled against the current requirements of users and the stores, making the transition seamless.

The Online system will convey all data on real time basis. All stock levels, redeployment requirements, orders and deliveries, data and reporting, security, and after-hours arrangements will better managed. All audit and reporting can be done on a daily basis.

The system is currently undergoing user testing and will be fully functionally in the NSLHD before the end of Jan 2021.

Employee Services

Year to date, there has been a 20% increase in recruitment compared to 2019. 369 people have been recruited to COVID-19 related roles through the Recruitment and Onboarding (ROB) system.

Employee Services team has conducted 522 interviews to assist with COVID-19 related roles for Administration Officers, Wardpersons, Security and Cleaners.

The team has established District wide casual pools for Allied Health and support staff.

Organisational Development & Talent

Diversity, Inclusion and Belonging

The Diversity, Inclusion and Belonging strategy was finalised in October. Actions have already been undertaken, including the establishment of some of our Employee Networks. Sponsored by members of the Executive team, the voluntary employee networks are employee-led and collaboratively and strategically work towards improving the equitable inclusion of employees from diverse groups.

In July the very active LGBTQ+ Employee Network was established, which has already successfully celebrated Wear it Purple Day and introduced "Welcome Here" stickers across the District. In October the Employee Resource Network for Disability commenced and the network supported the organisation to celebrate International Day for People with Disability on 3 December. The Aboriginal and Torres Strait Islander Network was established in 2018 and meets annually. There are plans underway for further networks to be established in 2021.

Exceptional People Awards

The NSLHD Exceptional People Awards (EPA) were created in 2017 to identify and celebrate the staff who live the true meaning of our CORE Values and Behaviours Charter, those who go over and above to make a difference for the benefit of their colleagues, patients and consumers. There are seven categories for the awards based on both our CORE Values and the five themes in the NSLHD Strategic Plan 2017-2022. The categories are:

- Healthy Communities.
- Connected Person-Centred Care.
- Evidence-Based Decision Making.
- Responsive and Adaptable Organisation.
- Engaged and Empowered Workforce.
- CORE Values (Collaboration, Openness, Respect and Empowerment).
- Leadership.

The fourth annual EPA event is scheduled for 11 December at the Kirribilli Club. This year there were restrictions with in-person attendance due to COVID-19, the event was also live streamed for the first time. There were 110 nominations in total judged by a panel, which resulted in 29 individual and 18 team finalists, all of whom were invited to attend the event.

RESEARCH

REDCap Manager

NSLHD has recruited a REDCap manager, who commenced on 1 December. REDCap is a data collection and management tool that is used widely in research. At NSLHD, REDCap houses the data collected via many research projects, as well as some clinical data, including registries and the data behind the A3BC Biobank. The REDCap role is a District role, and a key task for the REDCap manager will be in aligning the position with the NSLHD Research Strategy.

Research Passport

A very productive meeting was held between the Sydney Health Partner (SHP) organisations regarding the development of a Research Passport. This project has strong support from the CEs and the SHP Governing Council. This a complex project that will allow researchers to credential themselves for research in a single LHD, before being able to access all LHD sites across the partnership for research purposes, for a period of five years. The project is led by NSLHD, and a key risk is in the ability for all partners to agree to a single process, although with the strong support of CEs, it is expected that perceived barriers will be able to be managed accordingly.

Research Ethics and Governance Office (REGO)

Two key REGO staff have commenced maternity leave in recent months resulting in the need to recruit to cover the vacancies. Recruitment is almost complete and it is envisaged the REGO will be fully staffed once again, by 2021.

The REGO team are striving to improve performance in the MoH research ethics and governance metrics that require new greater than low risk (GTLR) governance applications to be authorised within 15 days of submission. Every GTLR governance application submitted to the REGO since late July has met this timeframe.

Nursing Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- 47 peer reviewed Nursing and Midwifery (N&M) publications to date for 2020.
- The Practice Inquiry Online Drop-In program has 16 participants from many backgrounds.
- Researcher education program for 2021 sessions will be delivered via Skype, enrolments have commenced.
- Extra Systematic Review master class to be held this week in response to popular demand.
- Revision of Transitional Nurse Practitioner (TNP) and Nurse Practitioner (NP) Scopes of Practice to ensure NSLHD TNPs/NPs are in line with MoH Policy.
- NSLHD N&M Research and Practice Development Monthly Newsletter continues
- The Sydney Partnership for Health, Education, Research & Enterprise Meetings continue.
- Implementation Science Meetings continue.
- Knowledge Translation Meetings continue.
- Support for Clinical Nurse Consultants (CNCs) and NPs continue for NSLHD.
- The NMD have had three grants successfully awarded, with a number still awaiting outcomes.

Kolling Institute of Medical Research

The Kolling Institute Strategic Plan 2021-2025 has been approved by the Joint Venture Partners, NSLHD and the University of Sydney. The plan identifies three priority research areas; Musculo-skeletal, Cardiology and Renal, and Neuroscience and Pain, and four research enabling platforms; Recruitment and Retention, Informatics and Data, Infrastructure and Support and Clinical Trials and Translation. Implementation has commenced with Priority Research Area and Research Enabler leadership groups meeting to identify priorities and opportunities. A detailed research implementation plan is in development and an official launch is planned for February 2021.

NORTH FOUNDATION

The NORTH Foundation has launched its 2020 Christmas appeal with the theme *2020 A year like no other – challenges faced and grateful outcomes*. The appeal focuses on Patient Services and Research and will run from 1 December 2020 to 31 January 2021.

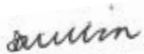
The Christmas appeal will be marketed through both digital and print and will be promoted through all online channels.

WORKPLACE GIVING PROGRAM

Across NSLHD, staff have generously contributed to *2020 NSLHD Christmas with Dignity Campaign*.

Dignity aims to empower people experiencing homelessness by providing crisis accommodation, establishing food relief programs and empowering people to regain control of their lives through support and education and NSLHD has chosen to partner with Dignity as part of the District Workplace Giving Program recognising the critical work they do.

The Christmas Campaign was incredibly successful this year, and items donated by staff will help enable Dignity to put together over 400 Christmas hampers for some of the most vulnerable in our community. The amount of donations we received was significant with NSLHD collectively donating two full vans worth of items comprising a range of non-perishable food, women's, men's and children's clothing and various Christmas presents.



Deb Willcox
Chief Executive

Date: 10.12.2020