

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
February 2021**

Contents	0
NSLHD PERFORMANCE	2
SAFETY AND QUALITY	2
PATIENT FLOW AND SERVICE ACCESS	3
NORTHERN BEACHES HOSPITAL	5
INTEGRATED CARE	6
FINANCIAL PERFORMANCE.....	6
SERVICE UPDATES	7
Aboriginal Health Service	7
Allied Health	7
Mental Health, Drug & Alcohol (MHDA)	7
Primary & Community Health (PACH)	7
Counter Disaster	8
COMMUNICATIONS.....	8
INFORMATION & COMMUNICATION TECHNOLOGY (ICT)	9
MEDICAL SERVICES	10
NURSING AND MIDWIFERY.....	10
PEOPLE AND CULTURE	13
RESEARCH	13
Sydney Health Partners.....	13
Kolling Institute of Medical Research.....	14
NORTH FOUNDATION.....	14

NSLHD PERFORMANCE

NSLHD remains at Performance Level 0.

Safety and Quality Indicators (January 2021)

Safety and Quality	MTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ¹		< 1.0 ³	1.8	0.2		< 1.0 ³	1.0	1.0
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	0.0	0.0
MH: Readmissions within 28 Days ²		≤ 13%	10.4%	2.6%		≤13%	8.6%	4.4%
MH: APDC Follow Up Within 7 days ²		≥ 75% ³	82%	12.2%		≥75% ³	85%	14.9%
Unplanned Hospital Readmissions [#]		7.0%	6.7%	0.3%		6.6%	6.7%	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

Accreditation

The Australian Council of Healthcare Standards has confirmed the accreditation assessment schedule for all NSLHD hospitals and services. Mental Health Drug and Alcohol undergo accreditation in March 2021 with Ryde and Royal North Shore Hospitals scheduled for October and Hornsby Ku-ring-gai Hospital for November 2021. Primary and Community Health will be assessed in April 2022 and Mona Vale Hospital in September 2022.

The NSLHD National Standards Governance Committee continues to meet monthly to evaluate progress against each of the National Standards. The option of using external assessors to conduct mock assessments for Ryde Hospital, Hornsby Ku-ring-gai Hospital (HKH) and Royal North Shore Hospital (RNSH) is currently being considered.

Mask Fit Checking

Mask Fit Checking continues across RNSH, HKH and Ryde Hospital as part of the Clinical Excellence Commission (CEC) Respiratory Protection Program (RPP). In 2020, 20 staff were trained to perform fit testing and have been deployed across all sites. As at 22 January 2021, a total of 1,695 staff have been fit tested.

Prompt Quality Improvement Initiative

Implementation of the Prompt Quality Improvement System now has a revised go-live date for March 2021. The Prompt System will act as a central repository and document management system for NSLHD policies, procedures and guidelines (PPGs). It is anticipated that over 1,100 documents will be transferred onto the platform.

Elevating the Human Experience

The Ministry of Health (MoH) have developed a *Guide to Action – Elevating the Human Experience for patient, family, carer and caregiver experiences*.

The Guide to action elevates NSW Health's ambition to ensure the people in our care and their carers have the best possible experiences when they interact with the NSW health system. The Guide includes NSW Health's Emergency Department Patient Experience (EDPX) program and the *Kindness Works Here* program which both commenced in 2020. The Guide outlines seven key enablers of the human experience and provides links to resources on how to facilitate these changes. An *Elevating the Human Experience* forum will be hosted by NSW Health in May 2021, bringing consumers and health services together to advance and support the Guide. The newly established NSLHD Consumer and Patient Experience Steering Committee will be the overseeing this initiative.

Capturing Real Time Patient Experience

The Clinical Governance Unit (CGU) has been working with the Clinical Excellence Commission (CEC) to develop a Real Time Patient Experience Collection Platform. Governance and training for the platform is currently being developed and once finalised, the platform will enable staff to extract real time reports from the Quality Improvement Data System (QIDS). The platform is expected to be rolled out across NSW Health once finalised. Demonstration of the new system is expected in early March 2021.

Implementation PD2020-004 Seclusion and Restraint in NSW Health Settings

In March 2020, NSW Health published the *Seclusion and Restraint in NSW Health Settings* Policy Directive to prevent, reduce and, where safe and possible, eliminate the use of seclusion and restraint in NSW Health settings. This will promote a human rights approach via the use of least restrictive practices. The Clinical Governance and Operations Directorates are co-sponsoring a project to coordinate implementation of this Policy Directive and a District Steering Group will be established in February 2021 to oversee the implementation of strategies.

PATIENT FLOW AND SERVICE ACCESS¹

Northern Sydney Local Health District (NSLHD)

Across NSLHD, there were 13,166 presentations to Emergency Departments (EDs) in November 2020, a decrease of 4.5% (622) compared to presentations in November 2019. There were 13,951 presentations to Emergency Departments (EDs) in December 2020, a decrease of 3.3% (490) compared to presentations in December 2020.

NSLHD continues to perform strongly for Transfer of Care, achieving 94% for November 2020 and 93% for December 2020.

ETP was 69% for both November 2020 and December 2020. Within this, Ryde Hospital achieved 86% for November and 85% for December, HKH achieved 80% for November and 78% for December, and RNSH achieved 58% for November and 60% for December.

NSLHD had 21 patients overdue for elective surgery at the end of November 2020 and 19 patients overdue at the end of December 2020, a continued reflection of the impact of the COVID-19 pandemic and the recent Northern Beaches outbreak.

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.

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

ED Presentations

ED presentations to NSLHD for November 2020 decreased by 622 patients overall when compared to November 2019. ED presentations to NSLHD for December 2020 decreased by 490 patients overall when compared to December 2019.

Emergency Treatment Performance (ETP)

ETP for NSLHD was 69% in November 2020 against the target of 81%. This demonstrates a decrease of 3% when compared to November 2019. ETP for NSLHD was 69% for December 2020 against the target of 81%. This demonstrates a decrease of 4% when compared to December 2019.

ETP at RNSH was 58% for November 2020, a decrease of 2% from November 2019. Presentation numbers decreased by 4.6% (354 patients) when compared to November 2019.

ETP at RNSH was 60% for December 2020, a 6% decrease from December 2019. Presentation numbers decreased by 5.6% (439 patients) when compared to December 2019.

ETP at Ryde Hospital was 86% for November 2020, an increase of 3% from November 2019. Presentation numbers decreased by 6.4% (159 patients) when compared to November 2019.

ETP at Ryde Hospital was 85% for December 2020, an increase of 3% from December 2019. Presentation numbers decreased by 5.4% (147 patients) when compared to November 2019.

ETP at HKH was 80% for November 2020, an increase of 4% from November 2019. Presentation numbers decreased by 2.9% (109 patients) when compared to November 2019. ETP at HKH was 78% for December 2020, on par with December 2019. Presentation numbers increased by 2.5% (96 patients) when compared to December 2019.

Transfer of Care (ToC)

NSLHD continues to perform strongly against this indicator, achieving 94% for November 2020 and 93% for December 2020 against the target of 90%.

ToC at Ryde Hospital in November 2020 was 99%, this is alongside an 11.4% decrease in ambulance arrivals (69 ambulances) when compared to November 2019. ToC at Ryde Hospital in December 2020 was 97%, this is alongside a 10.8% decrease in ambulance arrivals (68 ambulances) when compared to December 2019.

ToC at RNSH in November 2020 was 87%, this is alongside a 2.4% decrease in ambulance arrivals (43 ambulances) when compared to November 2019. ToC at RNSH in December 2020 was 86%, this is alongside a 9.3% decrease in ambulance arrivals (70 ambulances) when compared to December 2019.

ToC at HKH in November 2020 was 95%, this is alongside a 10.3% decrease in ambulance arrivals (77 ambulances) when compared to November 2019. ToC at HKH in December 2020 was 96%, this is alongside a 0.9% increase in ambulance arrivals (16 ambulances) when compared to December 2019.

ED Triage

NSLHD met the target for Triage Category 1 in November and December 2020. All facilities achieved 100%.

NSLHD achieved 80% for Triage Category 2 against the target of 95% in November 2020. Within this, Hornsby recorded 89%, RNSH recorded 79% and Ryde recorded 94%. NSLHD achieved 79% for Triage Category 2 against the target of 95% in December 2020. Within this, Hornsby recorded 88%, RNSH recorded 77% and Ryde recorded 91%.

NSLHD achieved 73% for Triage Category 3 against the target of 85% in November 2020. Within this, Hornsby recorded 84%, RNSH recorded 71% and Ryde recorded 90%.
NSLHD achieved 72% for Triage Category 3 against the target of 85% in December 2020. Within this, Hornsby recorded 79%, RNSH recorded 74% and Ryde recorded 90%.

NSLHD achieved 82% for Triage Category 4 against the target of 70% in November 2020. All facilities met the target. NSLHD achieved 80% for Triage Category 4 against the target of 70% in December 2020. All facilities met the target.

NSLHD achieved 95% for Triage Category 5 against the target of 70% in November 2020. Within this, all facilities met the target. NSLHD achieved 95% for Triage Category 5 against the target of 70% in December 2020. All facilities met the target.

Elective Surgery Access Performance (ESAP)

At the end of November 2020, there were 21 patients overdue for elective surgery. At the end of December 2020 there were 19 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and the recent Northern Beaches outbreak. District waitlist sessions continue across all sites to prioritise overdue patients for surgery where clinically appropriate.

ESAP for Category 1 patients was 100% in both November and December 2020. Category 2 performance was 91% in November and 94% in December, and Category 3 performance was 91% in November and 86% in December. A District 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 was 4.02 days for November 2020 and 3.87 days for December 2020.
The ALOS at Ryde was 4.97 days for November 2020 and 4.48 days for December 2020.
The ALOS at RNSH was 5.02 days for November 2020 and 5.18 days for December 2020.

NORTHERN BEACHES HOSPITAL

ED Presentations

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

In December 2021, NBH recorded 14,450 presentations with 8,160 of these presentations linked to the COVID-19 Clinic. COVID-19 Clinic presentations increased by 64% compared to November 2020 in response to the Avalon cluster.

Transfer of Care (ToC)

NBH continues to perform strongly against TOC targets, achieving 98.7% in December 2020.

Emergency Treatment Performance (ETP)

ETP at NBH was 86.2% for December 2020 (an increase of 9.4% compared to December 2019). As COVID-19 Clinic presentations are registered as Category 5 ED Activity, ETP accuracy may be affected.

SERVICE IMPROVEMENT AND INNOVATION

The Acute Post-Acute Care (APAC) Review Steering Committee, chaired by Dr Elizabeth Swinburn has met three times and have agreed on a new referral pathway making it easier for clinicians to refer a patient and receive a timely response for acceptance of admission. In addition, a new medical model has been agreed on that will support an expanded scope of clinical pathways in the service. The implementation planning is underway for the transition to these new models.

Service planning is underway to expand the scope of the Virtual Hospital, which currently manages COVID-19 positive patients in the community. It has proven to be an effective model to manage patients safely at home, avoiding pressure on the ED or inpatient services across the District. This model, with the right technology and skilled staff can provide a similar service to a broad scope of patients.

INTEGRATED CARE

The Collaborative Commissioning program is progressing well with over 100 consultations held with GPs, District staff and other services to date. Consumer consultation is underway through Health Consumers NSW and the Health Consumers Forum to ensure we can work closely with our community on an ongoing basis. As consultation comes to a close, the next phase begins which is developing a model of care. The high-level model of care (concept) was proposed to the MoH. It has been validated through the consultation process. The next phase involves local (i.e. at a facility and regional level) developing the detail for the models of care and starting to consider the potential implementation considerations.

The Concierge Service (a joint LHD and PHN venture) is preparing to launch mid-February. An external provider has been selected from a competitive tender process to deliver it. The service will provide navigation support to healthcare professionals with a focus on local knowledge and relationships. A joint marketing and communications campaign will be launched over the coming weeks to ensure the service is widely recognised and utilised.

Work continues on the Planned Care for Better Health (PCBH) program with implementation being driven by the MoH. Information has been provided on an algorithm that would determine the patients that are enrolled into the programme. More information has been requested on the algorithm after a local clinical review to assist in the implementation of the new PCBH programme.

FINANCIAL PERFORMANCE

General Fund

Overview

The District's Net Cost of Service (NCOS) for January 2021 was \$0.4m (0.27%) favourable, resulting in a \$30.1m (-3%) 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 January 2021 YTD is \$17.2m (-2%) unfavourable.

The District will continue to work collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability.

District Finance is continuously monitoring NSLHD'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 Expenses after adjusting for the COVID-19 impact was \$1.7m (1.1%) favourable for the month and \$6.1m (-0.6%) unfavourable YTD. This deficit is primarily driven by employee related expenses and goods and services at RNSH.

Overall, the YTD COVID-19 expense for the District is \$69.0m which is composed of COVID-19 clinics, testing and outsourced patient services activities.

The District is currently forecasting a Full Year (FY) position of \$10.0m unfavourable after adjusting for the impact of the 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 January 2021 was \$1.9m (-8%) unfavourable, resulting in \$10.2m (-6%) unfavourable YTD. District Finance's Revenue team continues to work closely with each hospital and service to explore revenue opportunities. The Patient Liaison Officers at each hospital and service continue to closely monitor and improve their Private Patient conversion rate.

Revenue forecast for the District is \$17.3m unfavourable as a result of the additional \$14.3m Revenue Target.

SERVICE UPDATES

Aboriginal Health Service

The Aboriginal and Torres Strait Islander Workforce Manager has been accepted into the NSLHD Leadership Development Program for 2021 and will be attending orientation in February 2021.

The Aboriginal Health Service, in collaboration with the RNSH Social Work Department, has successfully on-boarded a social work student for a 6 month period. The NSLHD Aboriginal Health Service will be facilitating the placement commencing 25 January 2021.

Allied Health

The Health Education and Training Institute (HETI) Allied Health Cross Boundary Grant Program supports professional development and involves allied health groups from more than one District or network. NSLHD Allied Health were successful in the following applications for the 2020 program:

- Two-day Constraint Induced Movement Therapy (CIMT) Implementation Workshop
- Marte Meo Practitioner Training (online)
- Therapeutic Play in Medical and Health Care Settings.
- CRISIS TALKS – managing medical emergencies with pharmacotherapy
- Workshop in Economic Evaluation for Health
- Care and Complex Public Health Psychological Interventions

The NSLHD Disability Strategy Manager continues to monitor the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. In 2020 the Commission held 10 public hearings which included the following topics: health services, medical and nursing staff training requirements, use of psychotropic medication, disability group homes, and the experiences of first nations people with child protection services. In 2021, nine public hearings are scheduled and include the following topics: NDIS providers, women's health, allied health staff training requirements, and the experience of first nation's people in out of home care.

In April 2021, the Commission is expecting to receive an update from NSW Health about further measures to ensure comprehensive implementation of The Essentials (a guide for public health services created by the Agency for Clinical Innovation (ACI)), as noted in the Commission's Interim Report released in October 2020.

Mental Health, Drug & Alcohol (MHDA)

MHDA has received additional funding for recruitment, service enhancement and virtual care. The enhancement of virtual mental health services remains an area of focus for MHDA and the Directorate is working closely in partnership with ICT to determine the most appropriate use of the allocated funds.

Primary & Community Health (PACH)

As part of Phase One of the state-wide Wellbeing and Health Inreach Nurse (WHIN) program, NSLHD has received funding for two WHIN Coordinators.

These Clinical Nurse specialists will work as part of the NSLHD Youth Health and Out of Home Care Service and Partnerships Team to link children and young people to the healthcare they need. They will be based in public schools around Galston, Epping and West Ryde.

Counter Disaster

The team have been focussing on COVID-19 related activity, including Health Liaison into the Police Operations Centre, establishing and implementing the tasking orders of Rural Fire Service to assist with queue management at the COVID-19 clinics, and working with the Close Contact Escalation team for vulnerable persons within the community.

The education and exercise program continues and has predominately been supporting emergency codes responses and incident management teams.

COMMUNICATIONS

Internal media

- Produced two district newsletters.
- Produced hand hygiene posters with RNSH maternity unit.
- CE broadcasts on COVID-19 vaccination program, mask wearing, Avalon cluster, NYE restrictions and general messages.
- Exceptional People Awards (EPA) and web page developed.

Social media

- We have seen growth across all of our social media platforms.
- On our Facebook channels, almost 120 posts with 411,606 unique user views between December and January. Currently almost 36,000 people follow our pages, a five per cent increase since November 2020.
- On Twitter there has been more than 40 new followers and 13,000 tweet impressions, which is a 30 per cent increase on this time last year.
- We have also seen 320 new followers since December for our NSLHD LinkedIn page.
- Across our social media platforms we have undertaken campaigns on heat wave health safety; COVID-19 testing and general messaging; and dedicated COVID-19 Northern Beaches testing clinic posts during outbreak.
- Social media posts highlighting research activity, events and awards, including a Mark Hughes Foundation grant for brain cancer research to Amanda Hudson, a grant to cardiologist Rebecca Korzor and funding for a cancer research project led by Yaser Gholami.
- Social media posts also profiled the NORTH Foundation's Christmas Appeal which raised funds for Kolling researchers.

External media

- Media release sent to local media regarding health promotion initiative – *Narraweena Public School students sit less and move more*. Interest from Northern Beaches Review.
- Media release sent to local media in Ryde area to stay safe over Christmas period – *Stay COVID safe these holidays*. Article appeared in the Northern District Times.
- Media release sent to local media on smoking cessation.
- Hornsby Redevelopment community newsletter published.
- Channel 10, 9 and 7 news coverage of HKH pharmacy's robotic arm.
- Australian College of Nursing's magazine/Facebook interviewed and featured three nurses who worked in COVID-19 testing clinics over the Christmas holiday season.
- SMH and ABC radio coverage of Professor Jim Elliott's new research investigating incomplete spinal cord injuries from minor car crashes.
- COVID-19 public health messages, posters and collateral.

- Media coverage in North Shore Living magazine featuring Kolling researcher Yaser Gholami, discussing a new project to detect cancer earlier through quantum physics.
- Preparation of media release for Professor Manuela Ferreira seeking recruits for a study using text messages to support those with low back pain.
- Broad distribution of the Kolling community newsletter showcasing current research activity, funding announcements and high-profile positions for Kolling researchers.
- Distribution of the 100 years of the Kolling special edition newsletter, featuring a historical account of the first years of the Kolling, alongside current activities.

Events

- NSW Health Minister visit on 4 February to Mona Vale Hospital's Palliative Care and GEM units.

Projects

- Successful launch of the new NSLHD website. Work continues on the website to assist services with a web presence.
- Progress meeting for premature baby book – working with RNSH NICU.
- Finalised the district's Planetary Health Framework.
- Producing a video to showcase NSLHD's efforts and commitment to planetary health,
- Working with the organisational development team to map out communications for key diversity, inclusion and belonging initiatives for 2021.
- Finalising Capturing the Patient Experience (CAPE) posters for Ryde Hospital.
- Initial planning of design of Clinical Services Plan document for Ryde Hospital.
- NSLHD inaugural photographic competition planning.
- Ryde maternity services communication planning.
- KLAS eMR survey for all clinicians.
- Assisting with The Pitch innovation program revamp.
- Development of content and collateral for the launch of the Kolling Institute's Research Strategy this month.

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 a key new initiative to enhance clinical documentation and workflow in the electronic Medical Record (eMR).

Key highlights for this period include:

- Standardised design for the management of Opioid medications to reduce Hydromorphone prescribing errors, implemented on 8 December 2020.
- Enhancements to eMR Discharge Summaries to comply with MoH requirements, implemented 8 December 2020.
- Go-live of Pharmaceutical Robotics functionality (ROWA) at HKH completed in November 2020. This is the first public hospital in NSW to implement this technology.
- State-wide PACS/RIS Program (Medical Imaging System Replacement/Upgrade). The proposed go-live sequence between April and May 2021 was tabled and endorsed at the December 2020 Steering Committee.

Web Enhancement Project

Final review of the new website following extensive consultation was completed in December 2020 and went live in January 2021. Minor and ongoing content revisions will continue as staff and consumers engage with the website and provide their feedback.

Cyber Security

The District'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. As part of the improving Cyber Strategy, ICT has completed the majority of Internal Audit recommendations with the final two items involving long term programs of activity and implementation is expected by 30 June 2021.

Windows 10

The Windows 10 Upgrade project is nearing completion. As at the 30 November 2020, deployments across NSLHD had reached 85%. The remaining computers to be upgraded are targeted for completion in the first quarter of 2021.

MEDICAL SERVICES

Senior Medical Practitioners

Progress is being made in updating the credentials of Staff Specialists and Clinical Academics who have not had their clinical privileges reviewed in the last five years. RNSH has submitted 16 departments to the February 2021 Medical and Dental Appointments Advisory Committee (MDAAC) Meeting.

Junior Medical Officers (JMOs)

The JMO Units and their facilities have finalised preparations for the 2021 Clinical Year which commenced on 1 February 2021.

The NSLHD JMO Wellbeing Board Committee has updated the JMO Resources flyer containing resources for managing symptoms of depression and anxiety, and addressing grievances. The flyer will be circulated at the 2021 JMO Orientation.

NURSING AND MIDWIFERY

The Clinical Practice, Safety and Quality team within the Nursing and Midwifery Directorate (NDM), has demonstrated their versatility and adaptability by supporting District efforts at the end of 2020 with the outbreak of COVID-19 clusters on the Northern Beaches.

The focus for 2021 will be to support facilities undergoing accreditation and implement clinical practice improvements across the District.

Detecting Delirium

Detecting Delirium project is a multifaceted project aimed at educating staff around the timely identification and management of delirium. It empowers patients and families to become involved in their care by improving health literacy around delirium. The project will be piloted at Ryde Hospital this year with an interest to roll out across NSLHD. Staff will be provided with an education package highlighting screening, diagnosis and management and a webpage will be created for patients and families to review during their admission.

Intentional Rounding

A pilot implementation of Intentional Rounding at HKH has been completed and is currently being evaluated. Incidental data shows a decrease in falls across the wards involved. The NMD is working with staff at the hospital to ensure longevity of Intentional Rounding. An additional review of Intentional Rounding and Safety Huddles at Mona Vale Hospital is being undertaken in response to a recent increase in falls and the opening of the new Palliative Care/Geriatric Evaluation and Management Unit (GEM) Unit.

Meals Matter

The Meals Matters pilot project has been a 12 week collaborative project between HealthShare and NSLHD. Implemented in Bridgeview House and Parkview Unit at Macquarie Hospital, the project aimed to provide consumers choice with meals and to reduce food waste.

The project has reinforced multidisciplinary teamwork, with input from Nursing Staff, Nurse Unit Managers, peer workers, Allied Health such as Speech Pathology and Dietetics, Food Services and the Macquarie Hospital Executive Team.

The project is in the evaluation stage. Preliminary results have been extremely encouraging. Consumers are eating more vegetables and less food is being discarded at the end of a meal. Consumers have also expressed promising feedback about the increased variety and quality of meals, as well as being able to choose meals themselves and increase independence. Results are being formally collected and key learnings analysed. Moving forward, the plan is to provide greater choice of meals to all consumers across the Macquarie Hospital, despite unit location, level of function and dietary and texture modification requirements.

Mental Health Pathways in Practice (MHPiP)

The Mental Health Pathways in Practice (MHPiP) Project is a statewide collaboration between the MoH, HETI, Local Health Districts and Speciality Health Networks.

This project aims to improve the core capabilities of staff who work with people experiencing mental health challenges in settings across NSLHD initially aimed at nursing staff within the MHDA setting. This is facilitated through practice pathways, being developed by the HETI Team and due for release this year. Changes to the organisational learning culture in the practice settings are being undertaken by the coordinator and local facilitators.

The project plan is to consolidate and provide feedback from the organisational learning culture survey completed in late 2020 and to commence work with pilot sites early this year in order to identify and develop actions within those sites which will strengthen the learning organisational culture leading to enhanced learnings about the skills and attributes of nursing staff, the environments and cultures of practice, the processes that support practice and the way these are measured. The learnings and actions from these pilot sites will be used to accelerate and guide implementation across the wider directorate.

Vaccinations

NSLHD has been selected to work collaboratively with the MoH to assist in the recruitment for a state wide COVID-19 Immunisation nurse pool. Over 100 applicants have been interviewed. A Nurse Unit Manager, Vaccination Operations Centre has been recruited to co-lead the implementation and establishment of the Vaccination Hub that will be located at HKH. The Vaccination Hub is due to be operational in March 2021.

Nursing and Midwifery Workforce

Casual Recruitment

In December 2020, a recruitment drive was attended for Casual Assistants in Nursing (AIN) for both the acute and Mental Health Drug and Alcohol (MHDA) areas, a large number of applications were received. This included the MHDA Specialty Practice Initiative in conjunction with University of Technology (UTS) and Dr Michael Roche which aims to provide extra support and training to second year undergraduate nurses commencing as Casual AINs in the MHDA service.

New advertisements will be released this month to ensure the ongoing recruitment of the district casual pool for both general ward and specialty areas.

Transitional Enrolled Nurses Recruitment

A group of enrolled nurses who completed their student enrolled nurse training in late 2020 will commence their first year in the next few weeks in positions across the District. Work has commenced to establish a Transition to Practice Program (TPP) for Enrolled Nurses in a similar manner to the New Graduate Registered Nurse (RN) Program. It is hoped this will be implemented in late 2021.

Aboriginal Cadetship

Recruitment is currently underway for the 2021 NSW MoH Aboriginal and Torres Strait Islander Undergraduate Cadetship Program.

An Expression of Interest (EOI) is being developed in conjunction with key stakeholders to commence a mentorship program in 2021 to support current Aboriginal and Torres Strait Islander Cadets within NSLHD.

GradStart 2021

The final stages of the GradStart program for 2021 is underway and allocations are currently being finalised. Intakes for the GradStart nurses and midwives will occur in February, March, April and July this year.

The Workforce team are developing digital resources to assist in engaging the GradStart nurses and midwives in their transition to becoming registered nurses and midwives within NSLHD this will include webinars, videos and liaising with current cohorts, as well as promoting NSLHD as an employer of choice for current nursing students.

HealthRoster

90 Day Challenge

The 90 Day Challenge within the Division of Women's Children's and Family Health at RNSH has resulted in improved outcomes in unused hours, additional duties, unfilled rosters, incorrect grade type usage and minimum break warnings. Overall, this initiative has seen a significantly improved understanding of the system and how to utilise reports for staffing managers. The 90 Day Challenge will now take place nursing services across PACH and at Mona Vale Hospital.

HealthRoster COVID-19 Templates

New templates have now been built for all COVID-19 clinics to ensure easy visibility of staffing numbers and greater accountability for managers at these locations. With the new templates, the COVID-19 clinics have been separated into facilities. Nurse Managers at each location have undertaken group and individual education sessions in best rostering practice.

Maternity Services

The draft NSW Maternity Care Policy *Connecting, Listening and Responding: Maternity care in NSW* was released for public consultation at the end of 2020. Once approved, implementation of the Policy will be a major focus of work in 2021 for the Maternal, Neonatal and Women's Health Network.

The Maternity Antenatal Postnatal Service (MAPS) will be introduced as part of this project. MAPS is a Model of Care that provides Woman Centred Care by a known Midwife throughout the antenatal and postpartum periods. This collaborative approach to maternity care is particularly important for those women and babies whose care requires linkages to specialist services and there is an increasing demand for Midwifery continuity of care models from the community.

Patient Access and Logistic Unit (PALS)

PALS Non-Emergency Patient Transport Service (PTS) Roadmap came to the conclusion of the 12 month reporting period for the following initiatives in December 2020; Dialysis taxi program, conversion of fixed wing transfers to commercial flights, reduced transport demand for HKH medical imaging appointments & ceasing Class E private to Private transfers.

PALS commenced a trial to implement a template PALS nursing progress note within eMR to document Inter-Hospital Transfers (IHTs). Prior to this, all PALS documentation regarding IHTs has been within the Patient Flow Portal (PFP).

PEOPLE AND CULTURE

Centre for Education and Talent Development (CETD)

The Leadership Development Program pilot was completed in December 2020. There were 19 participants from a variety of clinical and non-clinical disciplines.

The ongoing feedback is positive and a summary of the year was provided to the Leadership Advisory Board in December. The program has been endorsed for 2021 and there are 19 successful applications for the next cohort.

The Senior Leadership Development program is still under development and is planned for piloting in late April.

Organisational Development & Talent

Diversity Inclusion and Belonging

The Employee Reference Network for Disability commenced on 27 October 2020, with James Stormon as Executive Sponsor. To launch, the Network celebrated International Day of People with Disability on 3 December 2020 and set up stalls across the District.

Exceptional People Awards

The fourth annual Exception People Awards were held on 11 December 2020. The Awards were created to identify and celebrate staff who have demonstrated the meaning of the CORE Values and Behaviours Charter. Due to social distancing requirements, the event was also streamed virtually with over 70 people watching live. Attendees have been given a survey to evaluate the event and ensure continuous improvement.

RESEARCH

Sydney Health Partners

The Platform 3 project led by NSLHD involves 12 sub-projects. Key projects to date include streamlining research governance requirements across the District partners and establishing a 'research passport' that will allow researchers to move between Districts for research purposes. The projects are currently on track for delivery, and a second round of project development has occurred to continue to reduce the barriers to research across the partnership.

Research Ethics and Governance Office (REGO)

The REGO team are continuing to strive for MoH metrics and governance. REGO has met these metrics for every application since July 2020.

Nursing Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- The annual Nursing Research and Practice Development Report 2020 is in development.
- The Health Informatics Mentorship Program development will be co-delivered by Sally Duncan, Chief Nurse & Midwifery Informatics Officer, NSLHD and Dr Roz Elliott, Clinical Nurse Specialist, NSLHD.
- Continued support for the Ryde Hospital Clinical Nursing and Midwifery Council has been provided.
- Practice Inquiry Online Drop-In.
- Researcher Education Program 2021 - sessions to be delivered via Skype, enrollments have commenced.
- Revision of Transitional Nurse Practitioner (TNP) scopes in line with NSW MoH policy.
- Monthly NSLHD Nursing and Midwifery Newsletters.

Kolling Institute of Medical Research

The Kolling Institute Research Strategy will be officially launched on 23 February 2021 in the Kolling Auditorium (and streamed online). This launch will represent the culmination of over 12 months of consultation, analysis and planning and will provide a strong direction for Kolling research for 2021-2025 and beyond.

Kolling Institute researchers have received strong media coverage including a SMH article and ABC radio interview during *Drive* with Richard Glover, with Professor Jim Elliott, detailing new research, investigating incomplete spinal cord injuries from minor car crashes. North Shore Living magazine featured Kolling based cancer researcher Dr Yaser Gholami, discussing a new collaborative project to detect cancer earlier through quantum medicine. Physicists from the university will work with the nuclear medicine team from RNSH on this project.

NORTH FOUNDATION

Staff Update

Two new roles at the Foundation commenced in January 2021. Jess Andrews has been appointed as the Community and Grants Fundraising Officer. This position will plan and deliver the NORTH Foundation's Community and Grants Fundraising Program with the overarching aim of increasing philanthropic giving to the NORTH Foundation, gaining support from individuals, corporates, trusts and foundations as well as fostering a sense of engagement from within the community.

Victoria Free has been appointed to the second position, Fundraising Coordinator which will support and assist with the administration of all fundraising programs including community, corporate, bequests and major giving portfolios. To also support media and communications where donors or prospects are the main audience and be responsible for the maintenance of information in the database.

Board Recruitment

The NORTH Foundation is finalising the recruitment of three new Board members with official appointments to be made in February/March 2021.

Case for Support

The NORTH Foundation are beginning the process of creating of a Case of Support for NSLHD funding priorities beginning with Mental Health research, Women and Babies research and Musculoskeletal research. The Case for Support is being developed using two key steps to help build the fundraising priority.



Deb Willcox
Chief Executive

Date: 10 February 2021