

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 2021**



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NSLHD PERFORMANCE

NSLHD remains at Performance Level 0 – ‘No Performance Issues’ In accordance with the NSW Health Performance Framework. This is the highest Performance Level attainable.

SAFETY AND QUALITY INDICATORS (September 2021)

Safety and Quality	MONTH				YTD			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI ^{1*}		≤ 1.0	1.1	-0.1		≤ 1.0	0.9	0.8
ICU CLAB Infection Rate ^{1*}		= 0.0	0.0	0.0		= 0.0	0.2	0.0
Incorrect Procedures: OT		= 0	0.0	0.0		= 0	0.0	0.0
MH: Readmissions within 28 Days ¹		≤ 13.0%	11.1%	1.9%		≤ 13.0%	12.6%	7.4%
MH: APDC Follow Up Within 7 days ¹		≥ 75%	91%	16.4%		≥ 75%	89%	85%
Unplanned Hospital Readmissions [#]		6.4%	6.4%	0.0%		6.6%	5.7%	0.9%

¹Data 2 month delay

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

SAFETY AND QUALITY

National Standards Accreditation

The NSLHD National Standards Governance Committee has evaluated progress against each of the Australian Commission on Safety and Quality in Health Care (ACSQH) Clinical Care Standards. Clinical Care Standards articulate standards of care and best practice expectations for a range of either clinical conditions or defined clinical pathways. In 2022, the Committee will continue to work with each Hospital and Service to identify gaps and ensure preparedness.

From July 2022, the Clinical Trials Assessment Standard will be integrated into National Standards Assessments and will not be formally accredited until 2025. In the meantime, the Standard will be reviewed during accreditation surveys utilising a self-assessed organisational maturity approach.

Real-time Patient Experience Surveying (RTPES)

The RTPES tool, developed by NSLHD and the Clinical Excellence Commission (CEC) is the first of its kind in the State. The tool aims to capture information related to the patient experience at the time of receiving care. A three month trial of the RTES tool concluded in November 2021 with an extremely positive Net Promoter Score of 9.02/10. Of the 242 responses received, 89% of respondents reported that they were highly likely to tell others about their positive patient experience. One-third of all NSLHD inpatient wards will go-live with RTPES from February 2022.

2021 NSW Health Awards

The 23rd Annual NSW Health Awards will be held in early 2022 to recognise innovative and sustainable health programs across NSW delivering outcomes that matter to patients. Award entries closed in November 2021 and the Chief Executive endorsed ten NSLHD submissions to the eight ‘Team Awards’ and two ‘Individual Awards’ categories.

PATIENT FLOW AND SERVICE ACCESS¹

During October 2021, there were 12,149 presentations to NSLHD Emergency Departments, a decrease of 3% (483 presentations) when compared to October 2020. When compared to October 2019, there was a decrease of 9% (1,305 presentations).

NSLHD achieved 92% for Transfer of Care (TOC) in October 2021. Emergency Treatment Performance (ETP) for the month was 61%. Within this, Royal North Shore Hospital (RNSH) achieved 51%, Hornsby Ku-ring-gai Hospital (HKH) achieved 72% and Ryde Hospital achieved 72%.

NSLHD has 411 patients overdue for elective surgery as at the end of October 2021. This is a reflection of the impact of the COVID-19 pandemic and Ministry of Health (MoH) directive to temporarily suspend all non-urgent elective surgery.

The 2020 data provided reflects the effect of the COVID-19 pandemic on Emergency Department activity. Data from 2019 has included for comparative purposes.

Emergency Department (ED) Presentations

ED presentations to NSLHD for October 2021 decreased by 483 presentations overall when compared to October 2020. ED presentations to NSLHD for October 2021 decreased by 1,305 presentations when compared to October 2019.

There were 6,497 ED presentations to RNSH in October 2021. This is a decrease of 6% (455 patients) when compared to October 2020, and a decrease of 12% (931 patients) when compared to October 2019.

There were 3,323 ED presentations to HKH in October 2021. This is a decrease of 2% (72 patients) when compared to October 2020, and a decrease of 5% (196 patients) when compared to October 2019.

There were 2,329 ED presentations to Ryde Hospital in October 2021. This is an increase of 1% (44 patients) when compared to October 2020, and a decrease of 7% (178 patients) when compared to October 2019.

Emergency Treatment Performance (ETP)

Overall ETP for NSLHD was 61% in October 2021 against the target of 81%. This demonstrates a decrease of 9% when compared to October 2020 (70%) and October 2019 (70%).

ETP at RNSH was 51% for October 2021, a decrease of 9% from October 2020 (60%). This was also a decrease of 10% when compared to October 2019 (61%).

ETP at HKH was 72% for October 2021, a decrease of 8% from October 2020 (80%). This was also a decrease of 8% when compared to October 2019 (80%).

ETP at Ryde Hospital was 72% for October 2021, a decrease of 11% from October 2020 (83%). This was also a decrease of 9% when compared to October 2019 (81%).

Transfer of Care (ToC)

Overall ToC for NSLHD was 92% in October 2021 against the target of 90%.

¹ This data is for RNSH, HKH and Ryde Hospital. Northern Beaches Hospital (NBH) data is contained within a separate section.

ToC at RNSH was 85% for October 2021, this is alongside a 5% decrease in ambulance arrivals (85 ambulances) when compared to October 2020, and a 9% decrease in ambulance arrivals (160 ambulances) when compared to October 2019.

ToC at HKH was 94% for October 2021, this is alongside a 5% increase in ambulance arrivals (34 ambulances) when compared to October 2020, and a 6% decrease in ambulance arrivals (47 ambulances) when compared to October 2019.

ToC at Ryde Hospital was 95% for October 2021, this is alongside a 10% increase in ambulance arrivals (55 ambulances) when compared to October 2020, and a 6% decrease in ambulance arrivals (42 ambulances) when compared to October 2019.

ED Triage

NSLHD met the target for Triage Category 1. Within this, all hospitals achieved 100%.

NSLHD achieved 75% for Triage Category 2 against the target of 95%. Within this, RNSH recorded 72%, HKH recorded 82% and Ryde Hospital recorded 76%.

NSLHD achieved 78% for Triage Category 3 against the target of 85%. Within this, RNSH recorded 73%, HKH recorded 81% and Ryde Hospital recorded 83%.

NSLHD achieved 85% for Triage Category 4 against the target of 70%. Within this, all facilities met the target.

NSLHD achieved 96% 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 2021, there were 411 patients overdue for elective surgery reflecting the impact of the COVID-19 pandemic and MoH directive to temporarily suspend all non-urgent elective surgery activity.

ESAP for Category 1 performance was 99%. Category 2 performance was 78% against the target of 97%, and Category 3 performance was 56% against the target of 97%.

Category 3 performance results are a direct reflection of the COVID-19 pandemic. Temporary measures have been introduced across the District to ensure patients continue to receive timely access to elective surgery. This includes centralisation of all NSLHD elective surgery bookings and clinical prioritisation of all Category 1 surgery cases. NSLHD is currently reviewing options to outsource selected elective surgery cases to private hospitals.

Average Length of Stay (ALOS)

The ALOS (rolling 12 months) for admitted patients at RNSH for October 2021 was 5.29 days. This is above the target of 4.93 days.

The ALOS (rolling 12 months) for admitted patients at HKH for October 2021 was 3.93 days. This has been consistently below the target of 3.94 days for over 12 months.

The ALOS (rolling 12 months) for admitted patients at Ryde Hospital for October 2021 was 4.85 days. This is above the target of 3.69 days.

NORTHERN BEACHES HOSPITAL REPORT

ED Presentations

There were 5,714 presentations to NBH in October 2021 (excluding COVID-19 Testing Clinic presentations). This is an increase of 9% when compared to September 2021 (5,223 presentations). For October 2021, NBH recorded 4,884 COVID-19 Clinic presentations.

Transfer of Care (ToC)

NBH continues to perform strongly against ToC targets, achieving 97% in October 2021, a decrease of 0.6% from September 2021.

Emergency Treatment Performance (ETP)

Overall ETP at NBH was 67% in October 2021, a decrease of 2% from September 2021 (69%).

Admitted ETP was 37% in October 2021, an increase of 11% from September 2021 (48%).

SERVICE IMPROVEMENT AND INNOVATION

The NSLHD Innovation Program due to be held in November 2021 was cancelled due to COVID-19. The Service Improvement and Innovation Team continues to support prior winners in the evaluation and execution of their innovative ideas.

The Mental Health 'Outside the Box' program was launched in November 2021 and showcases the lived experiences of carers of Mental Health patients and the importance for clinicians to include them in patient care plans.

The Ryde Hospital Graythwaite Rehabilitation Team have launched and implemented their induction video outlining the expectations of the rehabilitation journey, which is part of a broader redesign of the patient orientation process.

INTEGRATED CARE

Planned Care for Better Health

The Planned Care for Better Health integrated care initiative continues to progress, with over 447 referrals made by geriatricians to General Practitioners in the last six months.

Collaborative Commissioning

Funding negotiations between NSLHD, the SNHN and Ministry of Health have now been finalised, with funding and expected outcomes determined for 2022. The Program will now focus on identifying high risk patients in primary care and implementing pathways to enhance their care at home.

FINANCIAL PERFORMANCE

General Fund

Overview

In November 2021, NSLHD recorded a Net Cost of Service (NCOS) of \$2.2M (2%) favourable, resulting in \$29.4M (-4%) unfavourable position year to date. This includes the incremental costs related to the COVID-19 response.

After adjusting for the impact of the COVID-19 response, NSLHD recorded a NCOS of \$15.7M (-2.4%) unfavourable for November 2021 year to date. NSLHD continues to work closely with the MoH to assess the impact of COVID-19 on NSLHD's financial results.

District Finance, and each Hospital and Service, are working collaboratively on Efficiency Improvement Plans (EIPs) to ensure financial sustainability. As at November 2021, approximately \$6.6M worth of EIPs have either been submitted or are in the process of being

drafted. NSLHD remains committed to the success of EIPs and is actively seeking out for new EIP opportunities.

Total Expenses

In November 2021, NSLHD recorded \$4.1M (-0.5%) unfavourable year to date for Total Expenses (after adjusting for the impact of the COVID-19 response). Despite lower overall levels of activity, expenses have not decreased correspondingly and remain at elevated levels. NSLHD recorded \$60.7M overall year to date for COVID-19 incremental expenses. This includes expenses related to COVID-19 testing clinics, COVID-19 vaccination clinics and outsourced patient services activities. An existing cost base of \$31.4M has been diverted to provide COVID-19 readiness year to date. As activity returns to normal levels, NSLHD will work towards absorbing the increasing activity volume within current capacity. Currently, the District is forecasting a balanced budget for the Full Year after adjusting for the impact of COVID-19 response.

Revenue

In November 2021, NSLHD recorded \$10.2M (-9.1 %) unfavourable year to date for Total Own Sources Revenue. This is primarily driven by a reduction in private inpatient and outpatient activity due to the current COVID-19 lockdown.

District Finance will continue to monitor and assess the impact of COVID-19 on NSLHD's revenue whilst working closely with each service to explore any revenue generating opportunities.

NSLHD is forecasting full year Revenue to be \$15.0M unfavorable.

Other item/s

As at 30 November 2021, the NSLHD operating bank account was \$6.9M.

SERVICE UPDATES

Aboriginal Health Service

NAIDOC was celebrated across NSLHD from 29 November 2021 to 3 December 2021. Hospitals across the District celebrated with Smoking Ceremonies and traditional performances.

Allied Health

International Day of People with Disability will be celebrated on 3 December 2021. This year the theme is *Leadership and participation of persons with disabilities toward an inclusive, accessible and sustainable post-COVID-19 world*. The NSLHD Employee Resource Network on Disability will be hosting an event with Graeme Innes AM, previous Commissioner at the Australian Human Rights Commission, as the keynote speaker.

During the COVID-19 pandemic, disability-related adjustments were made to the vaccination rollout when people with a disability tested positive to COVID-19 or were close contacts. The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability held ten public hearings in 2021. In response to recommendations made by the Commission, an audit of the disability adjustments made to services across the NSLHD is underway. A procedure for recording a person's disability on eMR is in final development. Education sessions for staff are being run by the specialist Disability Services; the Primary and Community Health (PACH) Northern Sydney Intellectual Disability Health Service and the Mental Health Drug and Alcohol (MHDA) Intellectual Disability Mental Health Team.

Mental Health, Drug & Alcohol (MHDA)

The MHDA Rewards and Recognition Awards will be held on 6 December 2021. Awards will be distributed over seven categories including Staff Member of the Year, Manager of the Year, Unsung Hero, Support Service, Collaborative Team, Inclusive Practice, and Quality, Improvement and Innovation.

Primary & Community Health (PACH)

The Multicultural Health Service, Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) and Community Northern Beaches have commenced a partnership project to work with the Tibetan refugee community to co-design strategies to raise awareness of family violence in the Tibetan community. Community Northern Beaches have received a grant from the Department of Home Affairs to fund the production of resources for the project.

Counter Disaster

The Counter Disaster Unit attended the North West Metro Regional Emergency Management Committee as a representative for the NSLHD Health Service Functional Area Coordinator. It was advised that flood plans for all Local Emergency Management Committees (LEMCs) are being developed and reviewed. The Counter Disaster Unit will provide comment and review for LEMCs.

The Counter Disaster Unit has participated in a number of emergency response exercises across NSLHD. This has included fire and evacuation exercises at Macquarie Hospital and RNSH, and a lockdown exercise for the commissioning of the new Emergency Department at HKH. As a part of the commissioning, the Chemical Biological Radiological plan for HKH is currently being revised with the commissioning of the new shower.

COMMUNICATIONS

Internal Media

- Regular Chief Executive email broadcasts on COVID-19 updates
- Chief Executive email broadcast 16 Days of Activism
- Chief Executive email broadcast on Remembrance Day
- Chief Executive email broadcast on EPA nominations
- One NSLHD newsletter published in November 2021
- Publication of the Year in Review 2021
- Promotion of the new partnership between NSLHD and the University of Sydney to speed-up the translation of musculoskeletal research to clinical practice
- Internal and external communications marking the joint venture partnership approval of the Kolling Institute Research Plan

Social media

- The NSLHD Facebook page has 40,000 followers, with posts reaching more than 60,000 individual people
- The NSLHD LinkedIn page has more than 170 new followers
- The NSLHD Twitter page had 3000 views
- Supporting sexual health team with promotion of HIV Awareness Week and World AIDS Day
- Promotion of NSW Aboriginal Nursing or Midwifery Cadetship
- COVID-19 public health messages and community awareness across all social media channels
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External Media

- COVID-19 case alert statements provided to local media
- The Hornsby Ku-ring-gai Post published an article on NSLHD Health Promotion youth consultants program
- Channel 10, Studio 10 filmed Hornsby nurse as part of Healthcare Heroes competition

- Channel 9 featured Professor David Hunter who discussed a large-scale clinical trial which found platelet-rich plasma injections for osteoarthritis knee pain are no better than a placebo
- The Medical News published an article on Professor Sarah Hilmer and team on developing a national education program to reduce the adverse impacts of taking multiple medicines
- The Sunday Telegraph published an article on Dr Sarah Glasziou and how a low-carb diet can have an impact on Type 2 diabetes
- Issued media statement to Channel 7 on malnutrition
- Assisted Health Promotions with media and social media in their Drink Less. Live More. campaign

Upcoming Events

- NAIDOC Week celebrations at RNSH, Ryde and HKH – November 2021
- MHDA Outside the Box Video launch – November 2021
- International Day of Disability NSLHD Forum – November 2021

Projects

- 365 Microsoft ICT rollout project
- Development of pain management and clinical genetics web pages
- Development of Planetary Health Annual Report
- Filming of new Clinical Services Building at HKH
- Development of a branding framework to support the NSW Government's rebranding project
- Worked with Department of Planning Industry and Environment on Herbert St Precinct communications
- Assisting cancer services with preparations of new website
- Progress on work on the new MHDA website
- Development and design of COVID-19 commemorative pin for NSLHD staff
- HKH redevelopment change communications
- Ryde Hospital redevelopment communications
- Manly Adolescent and Young Adult Hospice (AYAH) communications
- COVID-19 support to vaccination hubs and hospitals
- COVID-19 historical book progress on update

INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

eMR/Clinical Systems Build

Clinical Documentation

- In consultation with clinicians, eMR forms were developed for the Virtual Hospital. This information is extracted alongside data from the Patient Flow Portal and Infection Control Database to populate the COVID-19 dashboards.
- An eMR discharge summary for hospital patients identified as close contacts of a positive COVID-19 case has been developed in-house, which will soon be used across the NSW Health system
- New COVID-19 Response worklists have been created for the Virtual Hospital to monitor COVID-19 close contacts and their swab results

Reporting and Extracts

- Existing reports have been modified to capture COVID-19 information
- Modifications have been made to the eMeds reports
- Work is currently underway to extract COVID-19 status from the MoH Patient Flow Portal

ICT Hardware and Infrastructure

ICT continues to support the COVID-19 response and respond to District requests for consolidation of COVID-19 related services and hospital ward changes.

Clinical Informatics Projects

eMR Comprehensive Care and Smoking Cessation Projects

New go-live dates for the Comprehensive Care (Risk Screening Assessment, Diagnosis and Documentation Workflow components) and Smoking Cessation Projects are being proposed for 29 March 2022. The dates have been planned around the new staff intakes and the revised accreditation dates for NSLHD hospitals. The General Managers for all hospitals are supportive of the dates and formal endorsement is now sought from the Implementation Advisory Group.

Resources from the project team will start to return from their redeployment with Virtual Hospital to assist the project team as they continue to progress background build, testing and development. The Clinical Informatics Unit will continue to align the governance, change management and training activities across all our projects to ensure effective use of resources and clinical engagement.

eMeds Enhancements

NSLHD continues to partner with eHealth NSW to implement several initiatives around electronic medications.

- Enhancements to IV Fluid Management are on track to be delivered by early 2022.
- Drug Burden Index (DBI): The evaluation period for DBI pilot has now ended. Planning underway for rolling out the functionality across all sites with the suggested enhancements.

eRIC Implementation at NICU

The rollout of the Electronic Record for Neonatal Intensive Care (eRIC NICU) across RNSH NICU had been put on hold due to COVID-19. Technical meetings with eHealth NSW are continuing, and project timelines are being re-baselined to propose new delivery dates. Recruitment activities have also commenced.

Waitlist Optimisation Project

In collaboration with eHealth NSW and the MoH, this project aims to modernise the waitlist functionality. Testing of the eMR build is underway in a testing environment and the waitlist project is still on track for a March 2022 implementation.

Manly Adolescent and Young Adult Hospice (AYAH)

An ICT Technical Working Group has been formed and is working through network and power requirements. Meeting room requirements have been reviewed with additional detailed planning in progress regarding the patient entertainment requirements.

Ryde Hospital Redevelopment

ICT continues to work with Health Infrastructure on ICT design and requirements for the building tender.

Microsoft 365 Digital Workspaces Project

The Microsoft 365 Digital Workspaces Project will build a responsive and adaptive organisation by enhancing the digital experience, improving access to information, and providing the capability to effectively collaborate and communicate within and across NSLHD. Recruitment of the project team is underway. The project intends to upgrade current digital platforms to Microsoft 365 including:

- NSLHD Intranet Upgrade, SharePoint Team Sites, Video Conferencing infrastructure (including Kolling Building), collaboration and communication platforms

- Introducing an ICT Digital Services Team to support our staff and clinicians in the transition, improving usability and ensuring sustainability
Provision of digital solutions, consulting services and delivery.

NURSING AND MIDWIFERY

COVID-19 Response Team

The RNSH COVID-19 Testing Clinic has relocated to Building 22. A number of temporary staff (primarily from hospitality and airline industries) who joined the Districts COVID-19 response are now returning to their usual roles.

Nursing and Midwifery Workforce

The Nursing and Midwifery Workforce team is currently working with the MoH to integrate care assistants into acute and sub-acute facilities within NSLHD. The care assistants will be a valuable asset to the wards and provide a companionship role to patients.

HealthRoster education and support is currently being provided to the nursing team at the Hornsby Mental Health Service.

17 new graduate Registered Nurses will return from their first rotation at that Homebush COVID-19 Vaccination Centre on 6 December 2021. Graduates will have the opportunity to attend their second rotation in either an NSLHD Hospital or within MHDA.

Maternity Services

The Maternal, Neonatal and Women's Health Network has held fortnightly COVID-19 planning meetings for maternity and neonatal leads across NSLHD, including Northern Beaches Hospital, since May 2021. These meetings have now concluded for the year with a plan to reconvene in early 2022. The group has achieved a number of initiatives during this time such as:

- Utilisation of the High Risk Obstetric Consultant roster to provide continuity and oversight for pregnant women with COVID-19 across the District
- The recently updated *NSLHD Inpatient assessment and management of pregnant women with COVID-19 (SARS-CoV-2)* guideline. This guidance includes:
 - a description of local processes for each site that have been developed to promote a multidisciplinary approach to care of pregnant women and their families
 - medication management appropriate for pregnant women
 - intrapartum care
- A vaccination strategy for vulnerable pregnant women across the District, noting that NSLHD has the highest number of vaccinated pregnant women in NSW.
- IPAC-approved visitor guidance for maternity and neonatal services to include participants in care.

PEOPLE AND CULTURE

Exceptional People Awards 2021

The Exceptional People Awards 2021 will be held on 25 February 2022. Nominations will be accepted until 3 December 2021. In addition to the regular award categories, NSLHD will take the opportunity to recognise the efforts of staff who have achieved external recognition during our COVID-19 response.

People Matter Engagement Survey (PMES)

The PMES annual survey results have now been collated. The Organisational Development and Capability team are in the process of meeting with each Hospital and Service Executive Teams to assist in the development of collaborative action plans. In the new year, there will

also be a series of virtual focus groups for all staff to participate in to inform District actions throughout 2022.

NSLHD People Plan 2022-2026

The NSLHD People Plan 2022-2026 is in its draft phase and more internal consultations are underway. The final draft is anticipated to be completed early 2022.

16 Days of Activism against Gender-Based Violence

16 Days of Activism against Gender-Based Violence is an annual international campaign that runs from 25 November, the International Day for the Elimination of Violence against Women, until 10 December, Human Rights Day. This year the theme is *Orange the World: End Violence against Women Now!* In support of the global campaign, NSLHD will host a virtual forum with Kristy McKellar OAM, family violence survivor advocate and affiliate of Champions of Change Health Group, on 1 December 2021. NSLHD continues to have involvement with Champions of Change Health Group who have just released *Playing our Part: a Framework for Workplace Action on Domestic and Family Violence*.

In addition, in support of the Domestic and Family Violence (DFV) Workplace Support Program, training for managers in supporting staff experiencing DFV has been established, to enable NSLHD managers gain knowledge and skills required to support employees who are experiencing DFV, in line with legislative and policy frameworks. The NSLHD Human Resource Business Partner managers have now completed the training.

Royal North Shore Hospital (RNSH) Security Service Transition

The HealthShare NSW/NSLHD RNSH Security Service Transition is currently underway and is being governed by an Executive Review Group. Consultation with affected stakeholders is currently underway and it is expected the transition will be formally implemented in 2022.

RESEARCH

Sydney Health Partners

NSLHD recently held its inaugural Clinical Trials Forum, designed to provide information to staff across the District on the key changes and updates in clinical trials. The initial forum was well attended and included speakers from NSLHD and the MoH.

NSLHD has been selected as one of two pilot sites in NSW for the MOH rollout of the statewide Clinical Trial Management System (CTMS).

Nursing and Midwifery Research and Practice Development

Key updates for Nursing Research and Practice Development include:

- NSLHD Nurse Practitioner Forum being developed and organised for 19 April 2022
- NSLHD N&M Conference being developed and organised for the 15 June 2022
- NSLHD/NSW mentorship program being developed with participant involvement by Far West LHD/Murrumbidgee LHD
- The research master classes education program continues for November/December 2021
- The research workshops education program continues for November/December 2021
- Research/practice inquiry forum continues with good attendance
- NSLHD Higher Degree Research (HDR) supervision and support
- NSLHD Practice inquiry drop in forum continues
- NSLHD N&M Research and Practice Development Monthly Newsletter continues
- Invitations extended to our NP network in remote and rural areas who are joining our NSLHD NP network meeting as of 2022.

Kolling Institute

In November 2021, the Kolling Institute Governance Committee endorsed funding for improvements to infrastructure within the Kolling building. The Governance Committee approved the purchase and installation of a standalone equipment monitoring system to help protect valuable scientific samples in the laboratories. There are approximately 200 pieces of equipment within the Kolling that require 24/7 monitoring of temperature, gas and liquid nitrogen levels. To improve the provision of equipment within the building, the Kolling Institute will purchase equipment to maintain the operation of the cryo-storage facilities, after a recent maintenance review identified concerns with the equipment, which pose a significant risk to the cryo-storage of precious research samples in the laboratories.

NORTH Foundation

The 2021 NSLHD and NORTH Foundation Grants Program received 72 applications. The Funding Advisory Committee have chosen to fund six projects including:

- RNSH ICU Follow-Up Clinic – The Follow-Up Clinic will focus on major critical illness' including COVID-19 and will be one of a limited number operational in Australia. The Clinic will provide a comprehensive multidisciplinary assessment to identify and treat functional, psychological, and cognitive health problems.
- ICON COVID-19 Study – Study to examine the decrease in emergency department presentations during the peak COVID-19 period. The study will assess whether the decrease in presentations and admissions will cause harm and avoid unnecessary ED presentations in future.
- Mona Vale Senior's Outdoor Gym – This project will build upon the Mona Vale Hospital upgrades and includes a suite of innovative projects to expand current rehabilitation programs whilst promoting community well-being and exercise.

EXECUTIVE APPOINTMENTS

Associate Professor Christopher (Chris) Dennis was appointed to the role of Executive Medical Director, NSLHD for 12 months commencing 1 November 2021. Chris has extensive teaching experience at undergraduate and postgraduate levels. Chris will maintain a fractional clinical appointment in the Royal North Shore Hospital Respiratory Department while serving as the Executive Medical Director.

Dr Sam Ah Kit has commenced a temporary secondment to the position of Associate Director, Medical Services, NSLHD until January 2022. The Associate Director, Medical Services, NSLHD is a newly established position responsible for medical recruitment, workforce professional development and professional competency and, medical workforce planning and strategy.



Deb Willcox
Chief Executive

Date: 8 December 2021