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Northern Sydney Local Health District



Northern Sydney
Local Health District

Chief Executive's Board Report

April 2024

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CHIEF EXECUTIVE

NSLHD Overall Performance (MARCH 2024)

Northern Sydney Local Health District (NSLHD) remains at Performance Level 0 – ‘No Performance Issues’.

NSLHD recently attended a performance meeting with the NSW Ministry of Health with a focus discussion on timely access to care.

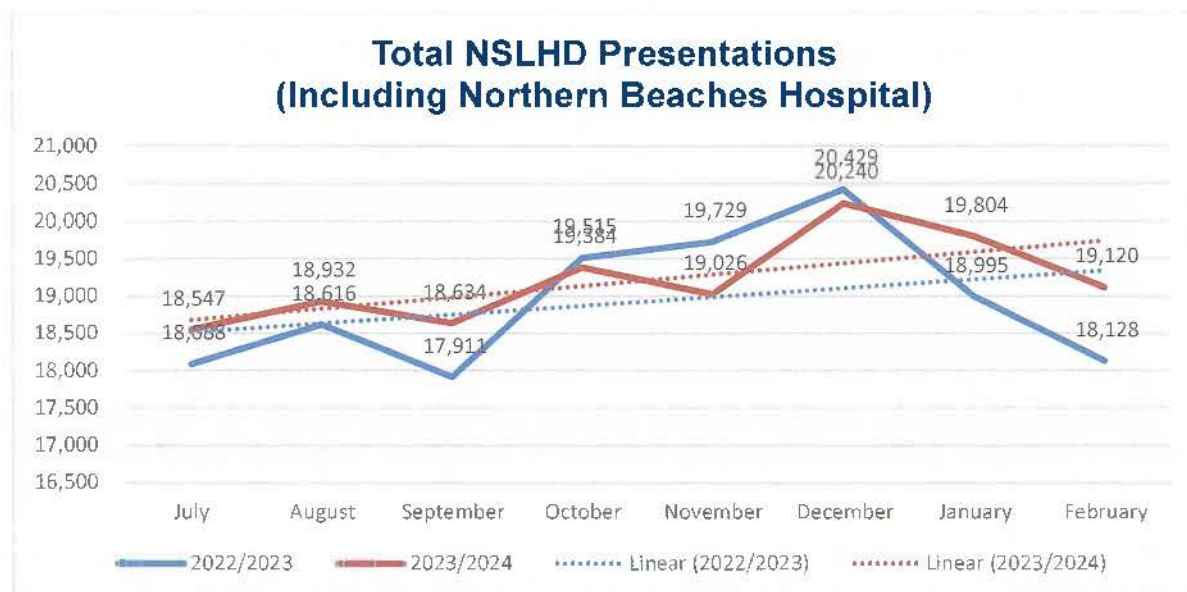
Patient Flow and Access

Emergency Department (ED) Presentations Results (By Hospital)

In February 2024, there were 19,120 presentations to NSLHD Emergency Departments, an increase of 5.5% when compared to 18,128 presentations in February 2023. This is an increase of 1.5% YTD from February 2023.

Hospital	Presentations Feb 2024	Presentations Feb 2023	Change
Royal North Shore	7,044	6,693	↑ 5.2%
Hornsby	4,177	3,764	↑ 11.0%
Ryde	2,431	2,361	↑ 3.0%
Northern Beaches	5,468	5,310	↑ 3.0%
NSLHD	19,120	18,128	↑ 5.5%

Emergency Department (ED) Presentations Results (Total NSLHD)



Presentations 2023/2024 YTD Feb	Presentations 2022/2023 YTD Feb	Change
153,687	151,411	↑ 1.5%

Emergency Treatment Performance (ETP Admitted) Results

Emergency Treatment Performance (ETP) for NSLHD was 22% in February 2024 against the overall target of 50%. This demonstrates a decrease of 9% when compared to February 2023 (31%) and a decrease of 6% when compared to January 2024 (28%). For February 2024, triage 1, 2 and 3 presentations for NSLHD made up a higher proportion of admitted presentations, which demonstrates an increase in patient acuity. The following strategies have been implemented at facilities to improve ETP:

Ryde Hospital

- Improving ETP through earlier discharges. Education sessions have been held with medical officers regarding the use of the Virtual Hospital and HITH, and a daily check of potential patients who can be pulled into the service is being conducted. There is a focus on weekend discharges with JMOs preparing discharge paperwork and criteria on a Friday for patients who can go home over the weekend.

Hornsby Ku-ring-gai Hospital (HKH)

- Twice daily capacity meetings (09:30hrs and 14:15hrs) and daily midday Executive Huddle five days a week to work through any issues hindering flow and capacity.
- Greater utilisation of the Emergency Department Short Stay Unit (EDSSU), goal to have 20 patients per day through EDSSU. Targeting a goal ETP for EDSSU of 75-80% per day.
- A Patient Flow Manager priority focus on throughput from the Emergency Department (ED) to the Medical Assessment Unit (MAU) within four hours and transfer within 48 hours to the wards.

Royal North Shore Hospital (RNSH)

- Daily Virtual Care and HITH rounding in the Emergency Department and Emergency Medical Unit to increase referrals.
- Increase in transit lounge utilisation with 34% of ED accessible bed discharges through in February 2024 which is an overall increase from 17% to 35%.
- Trial of *direct phone line* between Bed Manager and HealthShare to improve bed readiness and reduce time from ED admission to bed ready.

Northern Beaches Hospital (NBH)

- NSLHD is working in partnership with NBH to review their Emergency Access KPI plan to improve their ETP through the NSLHD & NBH Operational Services Group meeting.

Hospital	Target	ETP Feb 2024	ETP Feb 2023	Change
Royal North Shore	50%	19%	27%	↓ -8%
Hornsby	50%	35%	48%	↓ -13%
Ryde	50%	35%	45%	↓ -10%
Northern Beaches	50%	14%	20%	↓ -6%
NSLHD	50%	22%	31%	↓ -9%

Transfer of Care (ToC) Results

Overall ToC for NSLHD was 80.5% in February 2024 against the target of 90%. This is an 9.1% decrease compared to February 2023 (89.6%) and a 4.5% decrease when compared to January 2024 (85%). The following strategies have been implemented at facilities to improve TOC. This recovery measures outlined below show improved performance with ToC for the district as 10 April 2024 at 88%.

Hornsby Ku-ring-gai Hospital (HKH)

- Twice daily capacity meetings (09:30hrs and 14:15hrs) and daily midday Executive Huddle five days a week to work through any issues hindering flow capacity.
- MAU early identification of ward transfers to allow minimum 4 patients admitted from ED between 07:00-19:00 in under 4 hours.

Royal North Shore Hospital (RNSH)

- Development of the RNSH TOC T2 T3 ETP plan and oversight through Extended Front Door meeting.
- Monday afternoon huddle with Division of Medicine Operations Manager, Ambulance Liaison and ED NUM to ensure accurate data capture, review, trouble shoot and support with a view to reduce TOC breaches and T2 breaches.

Northern Beaches Hospital (NBH)

- NSLHD is working in partnership with NBH to review their Emergency Access KPI plan to improve their ToC through the NSLHD & NBH Operational Services Group meeting.

Hospital	Target	ToC Feb 2024	ToC Feb 2023	Change
Royal North Shore	90%	69.9%	76.2%	↓ -6.3%
Hornsby	90%	85.0%	93.2%	↓ -8.2%
Ryde	90%	96.6%	99.4%	↓ -2.8%
Northern Beaches	90%	82.2%	98.5%	↓ -16.3%
NSLHD	90%	80.5%	89.6%	↓ -9.1%

ED Triage Results

Overall, NSLHD continues to meet most of the Triage category targets with significant improvement from HKH over the last 12 months. For February 2024, there was a significant increase in triage 2 and 3 presentations for NSLHD, demonstrating an increase in patient acuity. RNSH continue to focus on triage 2 and 3 improvement strategies through a working group chaired by a member of the Executive Team.

Hospital	Triage Category Results				
	Category 1 (target 100%)	Category 2 (target 80%)	Category 3 (target 75%)	Category 4 (target 70%)	Category 5 (target 70%)
Royal North Shore	100%	71%	59%	60%	84%
Hornsby	100%	88%	75%	77%	94%
Ryde	100%	96%	87%	81%	89%
Northern Beaches	100%	76%	60%	65%	87%
NSLHD	100%	77%	66%	72%	88%

Elective Surgery Access Performance (ESAP) Combined NSLHD Results

NSLHD continue to reduce the number of overdue patients waiting for their planned procedures. In February 2023, the LHD had a total of 697 overdue patients listed. In February 2024, this number reduced by 599 patients. We have seen an overall improvement in all categories for ESAP performance with the greatest improvement in Category 2 patients resulting in 10.12% performance increase.


	Target	February 2024	February 2023
Category 1	100%	100.00%	99.25%
Category 2	97%	84.72%	74.60%
Category 3	97%	87.69%	80.05%

Average Length of Stay (ALOS) (Rolling 12 Months)

NSLHD had an improvement across all hospitals in rolling ALOS for February 2024 compared to February 2023. Ryde Hospital has a project focused on the reduction of ALOS for the past 12 months, as demonstrated by the decrease in ALOS from 5.58 days in February 2023 to 5.2 days in February 2024. Work to date has focused on improving the efficiency of care in short stay patients. Work is now shifting to focus on long stay patients and maintenance patients and trying to streamline complex discharges.

Hospital	Target	Feb-24	Feb-23
Royal North Shore	5.33	5.31	5.33
Hornsby	4.51	4.09	4.52
Ryde	4.37	5.20	5.58

Legend

 Hospital on or above target

Financial Performance

General Fund

Overview

The District's Net Cost of Service (NCOS) for March 2024 was \$6.65m (-6.4%) unfavourable, resulting in \$26.92m (-2.98%) unfavourable position YTD. This unfavourable position incorporates costs associated with the higher level of activity, increased overtime costs, increase utility charges and CPI adjusted price increase for consumables. The District will address this deficit by working collaboratively with each hospital and service and closely monitoring their financial KPIs to ensure financial sustainability, as we continue to unwind from COVID-19 and return to business as usual.

Furthermore, the District is currently facilitating and providing support to each hospital and service to develop and execute Efficiency Improvement Plans (EIPs).

Total Expenses

Total Expenses were \$5.04M (-2.58%) unfavourable for the month and \$25.55M (-1.58%) unfavourable YTD. The un-favourability for the month is being driven by FTE and G&S costs mainly at RNSH and Hornsby due to clinical activity. YTD unfavourability includes one-off expenses of \$3.9M related to HGEN, \$2.7M related to Deferred Care and \$0.7M related to COVID Clinics.

The district will remain vigilant to limit financial pressures as FTE levels and activity returns to pre-pandemic levels.

District Finance will continue to direct effort to EIPs and engage with each service to reduce this deficit throughout the financial year. \$14.1m of EIPs have thus far been submitted and loaded in KEY, with several additional plans submitted and under review.

Full year Expense forecast for the District is expected to be \$35.0m unfavourable.

Revenue

Total NSLHD Own Sources Revenue is \$3.19m (0.45%) favourable YTD, a result that is exceeding expectations, due in part to several Intrahealth Revenue and external user charges. However, meeting the Patient Fees target will continue to present as a challenge to the District in the new financial year.

In response, the District’s Revenue team in conjunction with Facility based Finance teams will lead various Revenue generating initiatives such as increasing Private Health Insurance conversions, improvements in staff specialist billings and improving ineligible patient billings.

Currently, the District is forecasting a balanced revenue budget for FY24.

Other item/s

The end of March 2024 general fund bank account balance held at Westpac was \$6.9m. Under the Ministry of Health Cash Management Reform initiative, all Health Entity’s outgoing payments are paid centrally by Healthshare. The Ministry of Health sweep Health Entity’s general fund bank account to zero on a fortnightly basis.

Safety and Quality Indicators

Safety and Quality (March 2024)	MONTH				YEAR TO DATE			
	T	Target	Actual	Var	T	Target	Actual	Var
SA-BSI [†] *		≤1.0	0.6	0.4		≤1.0	1.2	-0.2
ICU CLAB Infection Rate [†] *		=0.0	1.7	-1.7		=0.0	0.4	0.4
Incorrect Procedures: OT		=0.0	0.0	0.0		=0.0	0.0	0.0
MH: Readmissions within 28 Days [†]		≤13.0%	12.7%	0.3		≤13.0%	12.7%	0.3%
MH: APDC Follow Up Within 7 days [†]		≥75%	80%	4.7		≥75%	82%	6.9%
Unplanned Hospital Readmissions [#]		6%	5.8%	-0.2%		6%	5.8%	-0.1%

There was one central line associated bacteraemia (CLAB) in February 2024. This is the first CLAB since July 2023. The District Infection Prevention and Control Committee is investigating.

[†]Data 2 month delay

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

Clinical Care and Improvement

Clinical Network Monthly Highlight - Neuroscience Network

National Stroke Audit and Stroke Certification

RNSH, Ryde, and HKH Hospitals all participated in the 2023 National Stroke Foundation Audit (Acute Services). HKH and RNSH achieved outstanding results in providing acute stroke care, meeting and in some areas exceeding national benchmarks and performing well above peer hospitals. A significant challenge is access to RNSH with capacity issues for neurosurgical, interventional neuroradiology and neurological tertiary stroke care, theatre access, patient flow barriers and workforce deficiencies.

Strategies focusing on further reducing the median ‘door to needle’ time, improve stroke care coordination (including afterhours) and optimise discharge processes to improve access to the stroke unit have already been identified as key improvement areas and would benefit from additional resource allocation. This work aligns with the new Australian Stroke Coalition’s National Stroke Targets, which have been set to provide best-practice, time critical stroke care for their patients, and to reduce avoidable stroke-related deaths and disability.

The Australian Stroke Coalition developed a voluntary system for certification of acute stroke units. Stroke certification is recommended by the WHO, the World Stroke Organisation and the Australian Government’s *National Strategic Action Plan for Heart Disease and Stroke (2021)*, as a quality assurance and improvement activity. Both HKH and RNSH have submitted applications to participate in stroke unit certification, with RNSH planned to commence their panel adjudication in late March 2024.

Multiple Sclerosis

Despite great advances in Multiple Sclerosis therapy with biological drugs some patients remain therapy resistant and progress rapidly. A proof of concept pilot for Autologous Haematopoietic Stem Cell Transplantation (ASCT) for patients with Multiple sclerosis commenced at RNSH in 2023 in conjunction with the Haematology department. ASCT has demonstrated to be a highly effective therapy for those otherwise therapy resistant patients and is now an endorsed standard of care for selected patients with Multiple Sclerosis by the leading international societies for haematology and neurology. This project and collaboration have led to participation in an international trial of Chimeric Antigen Receptor T-cell therapy (CART) treatment for Multiple Sclerosis as one of two centres in Australia which will provide novel therapies, increase the reputation of RNSH, and create research revenue and output.

Epilepsy

In 2023, NSLHD commenced a non-admitted complex epilepsy service. This service prevents hospital admission for NSLHD patients and streamline acute care by offering outpatient management within two weeks of an ED presentation. Since the service started, there has been a 15% reduction in admissions. Further development of an Epilepsy service is part of the 2024-2029 Clinical Services Plan for Neurosciences.

Award Winners

There were two notable awards for Neuroscience Services in 2023. These included:

1. *Parkinson Inpatient Experience (PIE) Project* - won the Australian Council of Healthcare Standards (ACHS) Healthcare Measurement Award. The project team, led by Sue Williams (Clinical Nurse Consultant, Movement Disorders) aimed to improve the experience and outcomes of patients suffering from Parkinson's Disease (PD) by improving efficiencies related to inpatient identification and timely medication administration. Based on this work, this project has been extended to inform a new project, PIE2, which will look at replicating and scaling up the initiatives to other wards in RNSH and consider implementation at HKH.
2. *Concussion clinic* – RNSH's concussion clinic was a joint winner in the 'Patient Safety First Award' in the 2023 NSW Health Awards and a finalist in the 'Highest Quality Healthcare' category in the 2023 NSW Premier's Award. The clinic is Australia's first multidisciplinary concussion service and treats both adults and children who have a concussion due to a sporting injury. The service has also expanded to provide concussion advice via a new telephone service to people across Australia. Increasingly, there is now awareness of the incidence of concussion in two patient cohorts - domestic violence victims and Aboriginal and Torres Strait Islander people. Work has commenced exploring opportunities for collaboration with the Prevention and Response to Violence, Abuse & Neglect service as well as work with the Aboriginal and Torres Strait Islander Health Service to develop culturally appropriate and safe access to concussion services and education.

Clinical Governance and Patient Experience

Consumer Engagement

REACH stands for Recognise, Engage, Act, Call, Help is on its way and is a Clinical Excellence Commission initiative that enables patients, carers, families to raise their concerns about a worrying change in a patient's condition while in hospital. Information can also be found on the [Clinical Excellence Commission's website](#) (Between the Flags and REACH). The program has been implemented across the NSLHD healthcare services in the inpatient setting since 2017.

The success of the REACH program rests on integrating the use of a patient and family activated rapid response program into local health services processes and policies. In 2021 the NSLHD Clinical Governance Directorate conducted an evaluation of the REACH program. The evaluation provided assurance that processes were in place and were regularly evaluated by NSLHD health care services. The 2021 REACH program evaluation is used as an example of NSLHD accreditation evidence demonstrating compliance with National Standard 2 Partnering with Consumers. Throughout 2023/2024 the NSLHD Consumer and Patient Experience (CAPE) Team has been liaising with sites to identify a REACH or deteriorating patient local program lead. This action assists to ensure current information collected from the 2021 REACH is reviewed and helps to identify any opportunities for improvement. The next steps include CAPE team developing audit tools in collaboration with REACH or deteriorating patient local program leads. The audit tools will be tailored for sites to meet their reporting and auditing needs.

NSLHD Drug and Therapeutic Committee and NSW Formulary

The NSLHD Consolidated Formulary excel tool, has been developed to bring together formulary information from the NSW Medicines Formulary (NMF), and information from the RNS restricted formulary that is currently outside the scope of the NMF. The NSLHD Consolidated Formulary, is updated monthly in line with the decisions made by the Statewide Formulary Committee and the NSLHD Drug and Therapeutics Committee. It will support timely access to medicines formulary status for clinicians and provides additional information on the work in development that cannot be visualised within the statewide formulary online portal.

Desflurane solution for inhalation (used in anaesthesia), was removed from the NSW Medicines Formulary on 1 March 2024, as it is a greenhouse gas pollutant. NSLHD had worked to identify strategies to use as much of its excess stock as possible, which will be accessed via a Streamlined IPU process. The remainder of stock on hand (approx. 63 bottles) will likely expire before used, and will need to be incinerated, per the NSW Health management of pharmaceutical waste.

Stakeholder engagement has commenced, to scope the work required to implement the revised High-Risk Medicines (HRM) *PD2024_006 policy directive* and to facilitate formulation of recommended actions in response to Safety Notice - *SN001/24 Fluid therapy and medicine dosing in adult patients who have a low body weight*.

Skin Integrity

Review of the content and structure of the wound management education is underway in consultation with wound management experts across NSLHD and work is underway to review the suite of wound management procedures and guidelines.

Voluntary Assisted Dying:

NSW VAD Support Service (NVSS)

The NSW VAD Support Service (NVSS) and NSLHD VAD Local Support Team (VAD-LST) completed 4 months of operations at end March 2024.

Patient preference for practitioner administration continues to rise across NSW.

The ‘hub and spoke’ pharmacy model is undergoing rolling negotiations with Hunter New England Local Health District and the Office of the Chief Health Officer. The service model is expected to be finalised within 4 weeks. Implementation planning to follow.

The NVSS Performance Committee has been convened and will meet quarterly to provide governance oversight on service activity, quality and safety measures, financial reporting and issues related to people and culture within the NVSS. An internal NVSS Quality and Safety committee will be established in April 2024, in part, as a forum for case reviews that are increasingly important learning opportunities as service experience accrues.

Director, NVSS updated the VAD Board with discussion focussing on the reported experience of practitioners providing practitioner administrations, understanding causative factors for late referrals, and communicating with the Authorised Practitioner Community of Practice. NVSS continues to support both this and the VAD health practitioner Communities of Practice.

NSLHD VAD Local Support Team

There continues to be sustained significant caseload for the VAD-LST.

The VAD LST continue to manage first time substance administrations within a ward or facility as high priority activities requiring careful planning and thorough communication.

Mitigating late referrals (with risk of death/loss of capacity prior to completing VAD process), arrangements for accessing VAD in private facilities and navigating individual conscientious objection within facilities/services are issues being worked through.

The NSLHD Governance Committee was reconvened and there was broad agreement as to the smooth rollout of VAD generally, and specifically the notable efforts of VAD-LST personnel in delivering patient-centred care and effective communication with local teams.

Integrated Care**Discharge Summary and Specialist Letters Working Group**

The Co-Chaired (between NSLHD and the PHN) Working Group has seen a significant increase in GP Practices engaging with us and looking to resolve issues relating to successful transmission of electronic discharge summaries, specialist letters, and operation reports. There has been a decrease in the proportion of missing documents from 13.7% in July 2023 to 9.3% in February 2024 after working individually with the top 20 practices (i.e. those practices with the most missing documents) and sending out automated letters to other practices making them aware of the issue and how to rectify it. NSLHD is now a high performing Local Health District and looking to additional strategies to make further improvements.

Collaborative Commissioning and Urgent Care Services

Collaborative Commissioning has seen a significant increase in engagement in primary care, as the number of GPs and patients engaged in the program continues to grow towards the FY24 target of 300. The PHN has been leading the engagement with primary care, which has seen numerous breakthroughs.

Other components of the pathway continue to see increases in activity, including Geriatric Outreach to GPs, which is currently expanding to the Northern Beaches based on demand from GPs and the Ministry making additional funding available to support it. Rapid Response referrals also continue to rise and have started seeing patients until 8pm across the entire district. The service is planning to commence weekends mid-April. One highlight is the increasing number of NSW Ambulance referrals. In February, Geriatric Outreach saw a year-on-year increase of NSW Ambulance referrals, with 81 referrals despite it being a shorter month. Two thirds of those referrals were across the Northern Beaches where work is underway to keep growing those referrals.

Service Updates**Mental Health, Drug & Alcohol (MHDA)**

MHDA were the grateful recipients of 6 awards including at the Exceptional People Wards held on the 14 March 2024.

- Partnering with Consumers and Carers - Team Brolga Inpatient Unit, Child and Youth Mental Health Service
- Safe and Connected Care - Individual Halima Ahmed Case Manager, Assertive Community Management, Drug & Alcohol Services

- Safe and Connected Care - Team Hornsby PECC Team - Hornsby Ku-Ring-gai Mental Health Services
- Engaged and Supported People - Team Engineering Department, Macquarie Hospital
- Research, Innovation and Digital Health - Individual Assoc Prof Mark Montebello Clinical Director, Drug and Alcohol Services
- CORE Values and Behaviours - Volunteer Ross Kretchmer and Duke - Volunteer Pet Therapy Team Volunteer at the Drug and Alcohol inpatient program

The Taskforce for the Physical Health External Review for Macquarie Hospital met for the third time on 09/04/2024. It was noted that some recommendations have been actioned in parallel with the external review being undertaken for the purpose of consumer well-being and safe practice. The Taskforce agreed to a draft action plan now being developed which will address the recommendations and identify those that have been completed, those that are a work in progress and those which need actioning. The action plan will include priority rating, activity required, costings including possible funding sources where relevant (noting some will be cost neutral) and it will track the status of recommendations. There will be a draft action plan prepared for consideration at the next Taskforce meeting in May 2024.

Primary & Community Health (PACH)

BreastScreen's new site at North Ryde was selected by BreastScreen NSW as the preferred site to film the new TV commercial targeting Aboriginal women. The filming took place on Wednesday, 20 March 2024 and has been deemed a huge success. Feedback from the team was extremely positive, warm, friendly, and inviting. The non-clinical "feel" was praised. The commercial is planned to "go live" later in the year.

Aboriginal and Torres Strait Islander Health Service

Staff from the NSLHD Aboriginal and Torres Strait Islander Health Service attended the 'Seasons for Healing' workshop on the 25th – 26th March 2024 at Collaroy. The workshop provides tools for individuals to guide and support those during times of grief. 'Seasons for Healing' is an evidence-based program that further builds the knowledge and capacity of professionals to provide a safe space for children, young people, and adults to learn knowledge, skills and attitudes to understand and respond to experiences of change loss and grief.

Health Services Planning

NSLHD Clinical Services Plan Update

A draft 2024-29 NSLHD Clinical Services Plan (CSP) document has been prepared. The CSP 2024-29 will outline major challenges and details strategic directions and recommendations for clinical services across NSLHD, our hospitals, clinical networks, and directorates. The CSP's scope encompasses clinical services, revolving around existing clinical networks, hospital, and community health services, as well as clinical support services such as medical imaging, pharmacy, allied health, aboriginal health, and support for carers.

Approval is being sought at the April Clinical Council and Board meetings to undertake a four-week consultation process seeking feedback and comment from all staff, community, and targeted stakeholders. This consultation process will occur via the NSLHD intra and internet sites, through social media, and attendance at any key governance meetings scheduled over the four weeks, or on request. Following that period, the CSP will be finalised. This will involve consideration of stakeholder feedback and a design and print. The CSP will be available for Board endorsement in June 2024.

Counter Disaster

The district participated in the Emergency Management Forum organised by the State Preparedness and Response Unit. This forum detailed changes in local and regional emergency management arrangements and how Health intersects with our partnering organisations. There was a particular focus on the implications of State Disaster Mitigation Plan State, Health Plan, spontaneous volunteers during an emergency, Cybersecurity hazards and the role of the State Reconstruction Authority.

The education and exercise program for 2024 is well underway with the exercises of the business continuity and emergency response plans.

Prevention and Response to Violence, Abuse and Neglect (PARVAN)

PARVAN LGBTIQ+ Action Planning

The PARVAN Service LGBTIQ+ Education and Action Planning Day was held on the 13th March 2024. PARVAN staff spent a day with the District Project Officer LGBTIQ+ Strategy, undertaking tailored LGBTIQ+ violence abuse and neglect training and assessing current inclusiveness of PARVAN service delivery for LGBTIQ+ using the Health Wellbeing Equality Index. PARVAN Service LGBTIQ+ Action Plan is under development.

SafeWayz Program

Implementation of the SafeWayz Program (for children under ten with problematic and harmful sexual behaviours) across NSLHD is underway. In a short period of time a high number of referrals have been received from schools across the district seeking support, consultation and referral following reports of children under ten engaging in serious and harmful sexualised behaviours with other children. PARVAN Services are working to ensure wide range supports are in place for the children involved and their parents/ carers. Support and consultation are being provided to the schools and their workforce to ensure safety planning and capacity building opportunities are in place as needed.

Our Staff

People and Culture

Exceptional People Awards

On 14 March, I hosted an evening to celebrate the NSLHD 2023 Exceptional People Awards. This event is held annually to celebrate and formally recognise staff and volunteers across the district. A total of 195 guests attended including, Board Members, Senior Executives, nominees, their families, other awards winners, and staff who have completed 40 years of service in NSLHD. The event highlighted the outstanding work of our people across all our services and facilities especially in living in action our CORE values and is an opportunity for me to thank staff and volunteers for the work they do every day to provide the very best care and services for the patients and consumers, as well as their families and carers. Thank you to the NORTH Foundation for sponsoring the event.

International Women’s Day

Friday March 8 was International Women’s Day and a moment when we pause to reflect and acknowledge the vast contributions women make across all hospitals and services. The theme for this year’s International Women’s Day was Count Her In: Invest in Women Accelerate Progress. In support of this theme, NSLHD continues to make progress on our Advancing Women in Medical Leadership working group initiatives to accelerate progress for female colleagues.

Nursing and Midwifery

Nurse Manager – Operations

The Nursing and Midwifery Directorate proudly hosted the 2024 NUMs & MUMs Professional Development Day on 17 March 2024 with 86 participants in attendance from across the Local Health District. The keynote speaker was Head of the Susan Wakil School of Nursing & Midwifery (inc. Sydney Nursing School) & Dean, Faculty of Medicine and Health, The University of Sydney, Professor Brendan McCormack. Professor McCormack gave an insightful presentation about Leadership in Person-Centred Care. I was pleased to attend and speak at the event updating on our Strategy. The day was held at Ryde-Eastwood Leagues Club and 100% of participants rated this event as highly valuable to their professional knowledge and role development.

Practice Development, Quality & Safety (PDQS) Team

The inaugural Springboard to Success Program workshops commenced on 20 February 2024. 29 2nd year Registered Nurses and Midwives representing all facilities and services have now completed 2 of the 5 required workshops and modules and have evaluated these as relevant and applicable to leading quality improvement in their workplaces.

The PDQS Team has received and actioned 15 requests for support in March 2024 from nursing and midwifery teams in the district via the referral process. Support provided included facilitation of ways of working, team development, consultation on change leadership and the provision of mentoring and coaching to enhance person-centred care.

Nursing and Midwifery Workforce Team

Ongoing workforce strategies include:

International Recruitment

NSLHD have a current total of **104** International/overseas candidates who have been deemed successful and suitable for employment following interview and reference checks.

Visa Status as at 22.03.2024	Total
Commenced in NSLHD	34
PR/482 approved awaiting start/start date	21
Visa Nomination approved awaiting PR/482	19
Visa Nomination lodged awaiting approval/payment	4
With Employee Services, pending checks before nomination	3
Awaiting documents form candidates	23

To date, new starters have commenced in the following locations:

Location	Count
Royal North Shore Hospital	26
Hornsby Ku-ring-gai Hospital	5
Mona Vale Hospital	3

There are a further **21** candidates with confirmed start dates for the upcoming months:

Commencement	Total
April	9
May	9
June	0
July	3

A lunchtime social event is being established for the NSLHD international nurses and midwives at Gore Hill Oval, St Leonards on Thursday 18 April 2024.

GradStart 2024

Next group of approximately **60** GradStart nurses are scheduled to commence on 8 April 2024. These GradStart nurses will be commencing in different services and locations across the LHD.

GradStart 2025

A working party is being established to commence planning for GradStart 2025. NSLHD has currently been invited to two Graduate expos in March and April for UTAS and ACU to promote NSLHD as the employer of choice for new graduates.

Aboriginal Cadetship

Three Aboriginal cadets remain working within NSLHD in the following locations:

- RNSH midwifery
- HKH midwifery
- MVH nursing

All cadets have commenced their third year of either a nursing or midwifery degree.

NSLHD Casual Pool

Currently there are **1126** nursing and midwifery staff listed on the NSLHD Acute and MHDA Casual Pool.

A new advert is being devised to attract casual staff to the expanded services of Hospital in The Home, Aged Care Rapid Response team and the Geriatric Outreach Service within NSLHD.

Nursing and Midwifery Research Centre

The Centre for Nursing and Midwifery Research continues to support 71 nursing and midwifery-led research projects with \$18 million in external funding across NSLHD.

In March 2024, Conjoint Academics delivered education on research codesign and systematic reviews. The Centre has coordinated the selection of nominees for the inaugural Mary Chiarella Medal for Clinical Nursing and Midwifery Research.

The University of Technology Sydney is actively recruiting for the conjoint Clinical Chair Midwifery role. Work is ongoing to develop research portfolios related to older adults' well-being (A/Prof Merrick), patient-centred mental health services A/Prof River and innovative service models in Emergency (Prof. Fry).

Interviews for the Professor of Midwifery are to be held in late March 2024.

Allied Health

HETI Reflective Supervision Program

HETI has launched the Reflective Supervision Program for Allied Health clinicians for Local Health District implementation throughout NSW Health. This program will integrate with the HETI Allied Health Supervision Pathway program and existing Allied Health Capability Frameworks to facilitate more effective clinical supervision for Allied Health clinicians within NSLHD. Reflective Clinical Supervision Champions have been appointed by each site/service. All Champions have attended Train the Trainer workshops, with forty-four champions trained across all NSLHD sites and services in the two HETI modules, 'Laying the Foundations' and 'Overcoming Challenges'. Two technology workshops scheduled in April/May. The technology workshops will provide the tools for facilitators to present the supervisor workshops online as well as face to face. The implementation plan of the program has been approved by the Allied Health Steering Committee.

LGBTIQ+ Strategy

Jemma Clifton, Project Officer, NSW Health LGBTIQ+ Strategy, Northern Sydney Local Health District conducted a full-day LGBTIQ+ inclusivity education and action plan development workshop with Prevention And Response to Violence, Abuse and Neglect (PARVAN) services on the 13th of March utilising the new NSLHD LGBTIQ+ Awareness and Inclusivity Training slide deck. There was excellent feedback from the day and the action plan for PARVAN is being finalised. Quality Improvement (QI) cycles have begun with RNSH Emergency department and Brolga Adolescent Inpatient Unit at HKH. Jemma has also submitted a research proposal to the Kolling Institute Human Research Ethics Committee for approval to research LGBTIQ+ patient health needs and experiences through an LGBTIQ+ Patient Experience Survey. The Ministry of Health have initiated Communities of Practice (CoP) for LGBTIQ+ Project Leads around the state covering several topics within LGBTIQ+ health – Jemma is chairing the Mental Health CoP.

NSLHD received a bronze award at the Pride in Health + Wellbeing Awards in recognition of it's achieving the bronze level standards in the Pride in Health + Wellbeing Equality Index.

Research and Innovation

Service Improvement and Innovation

NSLHD Innovation Program “The Pitch”

The Chief Executive NSLHD has approved enhancements to the Innovation Program and a re-launch of the program in mid-2024. The revised format will provide two opportunities to 'pitch' for innovation funds per year and will align applications to existing NSLHD research and philanthropy priorities. The Chief Executive NSLHD has secured logistical support funds from the NORTH Foundation to support the running of the program.

Research

The inaugural role of Executive Director, Research appointed and commenced. A/Professor Naomi Hammond is an ICU nurse researcher with extensive experience conducting clinical trials and translational studies in the critically ill. Dr Hammond presented to the NORTH Foundation Board on how we can embed clinical trials into practice using a learning health system model, which would move our District forward in our vision of trials as therapy.

The North Foundation has committed to fund 20 places for District nurses to complete the Macquarie University Graduate Certificate in Clinical Trials Operations. This will have a major impact on improving clinical trial staff capacity and capability now and into the future.

A new NSLHD Research Executive Committee has been formed chaired by myself and had the first meeting. This group will meet monthly to drive research strategy implementation.

Kolling Institute

The Kolling Institute recently had the pleasure of welcoming Professor Melissa Simon from Northwestern University – The Feinberg School of Medicine in Chicago, IL, USA. Professor Simon is currently collaborating with several researchers/staff/clinicians from USyd, The Kolling, and the NSLHD to raise awareness around Trauma Informed (and Assumed) Care. Melissa shared the team approach towards advancing health equity through community centred research. Over 70 participants joined us from across the NSLHD, The Kolling, Sydney University and Hunter Health. We look forward to continuing to work with Melissa and her team at Northwestern.

As the National Aeronautics and Space Administration (NASA) progresses its ambitious Artemis spaceflight program, Australian researchers including the Kolling Institute’s Academic Director Professor James Elliott will tap into their scientific expertise to offer support. Professor Elliott recently attended an event at NASA’s Johnson Space Centre in Texas, which brought together leading clinicians and scientists from around the world to discuss ways to reduce the spine injuries experienced by astronauts.

Digital Health and Communications

Digital Health Services (DHS)

Artificial Intelligence (AI):

The NSLHD Artificial Intelligence Governance Committee inaugural meeting was held on Monday, 8 April 2024. The Committee has representation from the executive, and all networks and services in the district. An AI Community of Practice will also be established and will serve as a dynamic platform for collaboration, knowledge sharing, and fostering innovation in the field of artificial intelligence within the district.

The district is seeking membership to the Australian Alliance for Artificial Intelligence in Healthcare (AAAIH). As a member of AAAIH, the District will join a network of almost 100 national and international participating organisations and engaged stakeholders in academia, government, consumer, clinical and industry organisations, with a mission to translate frontier AI technologies into real-world health services.

Single Digital Patient Record (SDPR):

The SDPR high level Governance Model was endorsed at the SDPR Program Steering Committee Meeting in November 2023. Direction from the Committee is to collaborate and leverage state-wide clinical groups where possible in establishing SDPR Governance Groups. The program is committed to working with existing state-wide clinical leadership and engagement structures to:

- Minimise the number of state-wide groups (reduce duplication and effort),
 - Ensure alignment with existing structures and engagement of SMEs (SMEs not attending several groups),
 - Prioritise SDPR activities and minimise competing activities. eHealth NSW will remain accountable for operationalising and driving activities of the SDPR Governance Groups with Digital Health Analysts. The Home Organisation (existing state body i.e ACI, CEC, will:
 - Support the state-wide group with existing statewide engagement and communication channels,
 - Provide leadership and expertise to current NSW Health priorities aligned to focus areas of SDPR Working Group,
 - Co-manage the group with eHealth NSW SDPR schedule of activities
- Decisions within Governance Groups:
- Governance groups will be empowered to make decisions within the scope of their subject matter
 - Working and Council groups will have the delegated authority to make appropriate decisions
 - Group membership and chairs for the groups will be critical to facilitate appropriate decision making

Cyber Security Strategy and Roadmap:

DHS Cyber Security Team is currently in the process of joining the Cyber Security Partnership Program with the Australian Signals Directorate (ASD). The program is an information sharing initiative across government and private sector organisations. As part of the program, NSLHD will be provided access to:

- Threat intelligence, news, and advice to enhance situational awareness of NSLHD staff.
- Collaboration opportunities with other Australian organisations.
- Resilience-building activities (e.g., exercises, discussions, workshops) to enhance cyber preparedness.

Program Management Office Framework:

The Northern Sydney and Central Coast Local Health District (NSLHD/CCLHD) Program Management Office (PMO) Framework has been developed with industry standards which Digital Health Services (DHS) Project and Program managers across NSLHD & CCLHD are recommended to follow for the purpose of recording and tracking performance at project and program levels with the aim to:

- Achieve consistency and visibility in DHS projects.
- Provide key project information to enable better project governance.
- Provide a project methodology framework.

The Framework describes the minimum requirements for NSLHD and CCLHD DHS project reporting.

NSLHD Communications

Internal communications

Chief Executive announcement of Exceptional People Award winners

Launch of NSW Health Sustainable Futures Innovation Fund

Chief Executive announcement of Executive Director of Research appointment

All-staff broadcast on Close the Gap from Executive Director of Aboriginal Health and Chief Executive

Update on diversity, inclusion and belonging strategies as part of Harmony Day

Launch of the NSLHD Planetary Health Framework

International Women’s Day invite to a staff webinar

Publication of two NSLHD News

External

Assisted film production of *Channel 9* documentary on health and wellbeing featuring Professor Gemma Figtree

Channel 7 featured Professor Carol Pollock discussing a new medication for chronic kidney disease patients

International news outlets covered Kolling Institute’s Director Professor James Elliot visit to Johnson Space Centre in Houston, USA to discuss musculoskeletal health

North Shore Living featured RNSH’s Party Program

Prepared media release for upcoming Virtual Care and Hospital in the Home services

The Daily Telegraph RNSH maternity experts on a new government initiative to help pregnant women

Social Media

Platform	March 2024	% Change from February 2024
Facebook	41,767 followers	0.1%
		(41,722 followers)
LinkedIn	15,987 followers	1.2%
		(15,785 followers)
Instagram	1,669 followers	2.1%
		(1,634 followers)
Twitter	2,241 followers	0%
		(2,243 followers)

Upcoming events

Mona Vale Hospital 60th anniversary (16th April)

Patient Experience Forum (29th April)

Philanthropy**NORTH Foundation Update**

At the 4 April 2024 Board Meeting, Stephanie Allen was appointed as a new Director of the NORTH Foundation. Stephanie is a strategy executive with over 23 years’ experience in global health care. Stephanie has a track record of leading complex projects across global delivery teams with strategic alliance partners. Stephanie is currently the Global Health & Care Leader for leading global management consulting firm Kearney. Previously, Stephanie was the Global Health Care Leader for Deloitte, working across the public and private sectors; across health policy makers, payers and providers and with new market entrants such as retail, technology and data companies; and also, National Health Consulting Leader for PwC.

The NORTH Foundation will be funding 20 places for NSLHD nurses to complete the Macquarie University Graduate Certificate in Clinical Trials Operations. The NORTH Foundation’s support of the NSLHD’s vision to uplift the capability of our nurses with clinical trials expertise has been made possible by the generous contribution of our donors.

The NORTH Foundation’s new 5-year strategic planning process is under way with 2 separate workshops now completed (facilitated by Tom Saar, Former Senior Advisor, McKinsey & Co) with Foundation staff and Foundation Board respectively. The next strategic workshop will be held on 12 April with NSLHD Board, Chief Executive and Executive staff.

Last month, the NORTH Foundation held its inaugural Philanthropy Partners Program at RNSH, designed to develop the culture of gratitude and significantly strengthen philanthropy across NSLHD. The goals of the Philanthropy Partners Program include: enhancing culture so that valuing philanthropy becomes the norm for clinicians; establishing trust and build relationships between clinicians and the NORTH Foundation to help families who want to give back; building the comfort, awareness and skills of ‘Philanthropy Champions’ so they can identify and respond appropriately to donor interest; and increasing referrals to the NORTH Foundation team leading to greater funds raised for NSLHD. This first workshop was attended by 20+ clinicians, researchers, nurses and Board members.

The NORTH Foundation’s Christmas Appeal performance in the last 5 years clearly shows that revenue and response rates have been growing steadily. 70% of total donations were allocated to ‘Area of greatest need’. RNSH was the most supported hospital taking 63% of total funds. Personal engagement and stewardship programs with donors have contributed 60% of appeal donations.

The NORTH Foundation conducted its first ever Free Will campaign with Safewill last month. There were very promising results: 91 Signups, 17 Wills purchased, 1 new bequest. The ‘Free Will’ offer was made to 3,000+ NORTH Foundation donors and NSLHD staff at Hornsby Ku-ring-gai and Mona Vale Hospitals.

Chief Executive

NSLHD Purchasing Model Roadshow with NSW Ministry of Health – 2024/25 Service Agreement

On 13 March 2024, members of the NSLHD Executive Leadership Team and I were briefed by the Executive Director, Systems Purchasing, NSW Ministry of Health on the 2024-25 Service Agreement process and timelines.

NLSHD Board Breakfast meeting with Trauma Services

On 14 March 2024, I attended a NSLHD Board Members breakfast meeting with the RNSH Hospital Trauma Services Department. The meeting enabled Board members to hear from the Trauma Services Team and offer appreciation for the work to achieve level 1 trauma status accreditation.

NSWH Board Members Conference

On 18 March 2024, I joined the NSLHD Board Members at the NSW Board Members Conference.

NSLHD Planetary Health Showcase

On 19 March 2024, I had the pleasure of delivering an opening address at the NSLHD Planetary Health Showcase and launching the NSLHD Planetary Health Framework 2024 – 2027. The event included more than 20 speakers and 150 attendees, including the NSW Health Secretary, Board members, NSLHD executives, administrative and clinical staff, consumers, industry professional, academics, and members of other health agencies.

The new framework follows on from the success of the NSLHD Planetary Health Framework 2021-2023 and was developed after extensive consultation from staff members, our partners, and the local community. NSLHD is proud to be a leader in NSW Health with our planetary health efforts and I look forward to seeing the outcomes of the new framework as the district works towards net zero by 2035.

The Australian Governance Summit

On 20 and 21 March 2024, I attended the 2-day Australian Governance Summit of the Australian Institute of Company Directors. The Summit was attended by directors and executive from across Australia with sessions focusing on contemporary governance issues including diversity and inclusion, public sector board governance, new and emerging director obligations, sustainability, and social governance. Lessons learnt will be shared with the senior leadership team.

IPAA CEO and Young Professionals Breakfast

On 22 March 2024, I extended an invitation to several young professionals within NSLHD to join me at the IPAA CEO and Young Professionals Breakfast. This event brings together around 1000 public sector leaders and young professionals to build networks across public sector organisations and help leaders and future leaders to understand the issues that the modern public sector faces. The forum focused on the role of AI and public good and was debated by the young people attending.

Adventist Healthcare CEO

On 22 March 2024, I was pleased to meet with Brett Goods, CEO, Adventist Healthcare regarding future collaboration opportunities with the health service including opportunities to improve referral pathways and surgical/cancer services collaboration.

Hoc Mai Australia Viet Nam Medical Foundation Council Meeting

On 25 March 2024, I attended the Hoc Mai Australia Viet Nam Medical Foundation Council Meeting. Hoc Mai is a not-for-profit foundation that brings together the collective healthcare knowledge and experience of Australia and Vietnam in an educational partnership aiming to improve health outcomes through education and research in Vietnam.

Hoc Mai undertakes activities in partnership with several public and private hospitals in Sydney including those within NSLHD. Hoc Mai has developed a strong network of Australian medical, nursing, technical and allied health staff who voluntarily provide continuous support in training their Vietnamese colleagues. The Hoc Mai Foundation has a long history of Fellowship sponsorships in Sydney at Royal North Shore Hospital (RNSH) for Vietnamese medical colleagues.

Sydney North Health Network CEO

On 25 March 2024, I was pleased to meet with Mr Kevin Burrow, CEO Sydney North Health Network regarding future collaboration opportunities with the Network as part of the development of their 5-Year Strategy Plan.

NSW Health Single Digital Patient Record Symposium

On 3 April I attended the Single Digital Patient Record (SDPR) virtual Symposium for NSW Health senior executives to learn more about the system-wide transformation and high-level strategic guidance on the roll-out. The Symposium agenda featured presentations and panel discussions on the journey so far, priorities for clinical transformation success, preparation, and collaboration requirements to deliver SDPR, as well as the roadmap and benefits to our system.

NSW Health Senior Executive Forum

On 5 April 2024 I attended the NSW Health Senior Executive Forum meeting with the meeting having a focused theme on innovation and research including precinct strategy and coordination, enhancing research translations and reporting on research.

NORTH Foundation FY25-FY29 Strategic Planning Workshop

On 12 April, I am attending the NORTH Foundation FY25-FY29 Strategic Planning Workshop. The Workshop is being facilitated by Mr Tom Saar. The agenda features context, objectives, situation assessment, aspirations, key initiatives, and next steps. Also in attendance will be my NSLHD Executive and General Manager colleagues.

March – April 2024 long weekend

I would like to take this opportunity to thank the staff who worked over the March – April long weekend period. The district’s facilities performed well in achieving access performance and maintaining good flow through our services. A big thank you for continuing to provide the very best care to our patients and community.



Adjunct Professor Anthony M. Schembri AM
Chief Executive

Date: 10 April 2024