

NURSING & MIDWIFERY Practice and Workforce Unit

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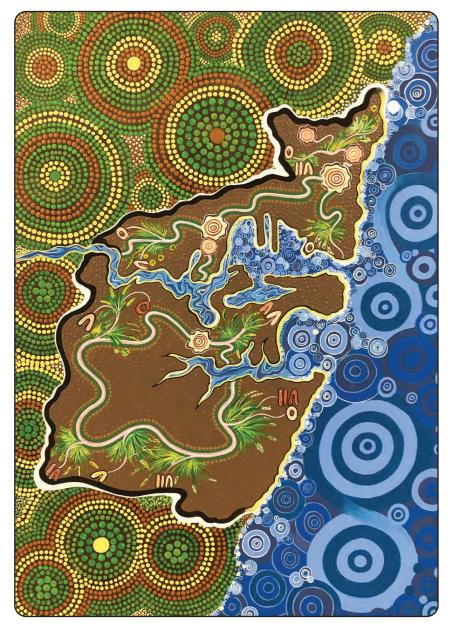
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Acknowledgement of Country



South Eastern Sydney Local Health District would like to acknowledge the Traditional Custodians on whose lands we stand, and the lands our facilities are located on; the lands of the Dharawal, Gadigal, Wangal, Gweagal and Bidjigal peoples. We would like to pay our respects to the Elders past, present and those of the future.

Foreword



Kim Olesen

District Director of Nursing and Midwifery Services, SESLHD

2020...What a year!

Our South Eastern Sydney Local Health District (SESLHD) Nursing and Midwifery "YearBook" is more than a snapshot of our progress in navigating the last 12 months. It reflects a most extraordinary year for all, particularly for our Nurses and Midwives. 2020 challenged all of us in different ways yet created many opportunities for celebration, innovation and creativity. At times it tested our resilience and our leadership; and above all, it brought us together in sharing this experience. Throughout the last 12 months, the contribution from our staff at every level of our organisation and in particular, Nurses and Midwives has been widely recognised and commended. Their commitment to providing person centred, compassionate care is truly valued.

In late 2019 and early 2020, SESLHD staff experienced the NSW bushfire emergency firsthand, with SESLHD staff being deployed to assist impacted communities and provide much needed relief and support to these communities and their health colleagues. In early 2020 as the bush fire emergency subsided, our focus swiftly turned to responding to the COVID-19 pandemic.

Staff across our organisation worked closely together in new and innovative ways to respond to planning and preparing for the impact of COVID-19 with a focus on keeping our patients, visitors and each other safe. The impact of COVID-19 was felt far and wide across SESLHD changing the way we approached and delivered services and care. This "YearBook" is a collection of images and experiences from across SESLHD that demonstrate and remind us of the significant impact of 2020 and how together we demonstrated exceptional strengths and overcame exceptional circumstances.

I want to congratulate, commend and thank all staff, in particular our Nurses and Midwives for their contribution to the COVID-19 response and for their commitment to person centred compassionate care, their resilience in the face of adversity and for their tenacity and innovation in times of such uncertainty. You truly are amazing!

Kim Olesen District Director of Nursing and Midwifery Services, SESLHD



As a team our purpose is to

Influence and lead the strategic direction of nursing and midwifery towards a person centred and compassionate culture.

We strive to achieve this through

Collaborative partnerships and the use of our professional voice to engage, challenge and support a culture of compassion.







Barb Crawford

Nurse Manager, Developing Practice and Workplace Capabilities, Bachelor of Nursing, Graduate Certificate Health Management and Leadership.

Key responsibilities in my role include planning, developing and governing the implementation of district-wide leadership, practice development and clinical education and training initiatives related to the SESLHD Nursing and Midwifery directorate strategic priorities. The focus of my role is to support patient safety and evidence based clinical practice. Provide leadership in relation to entry to Nursing and Midwifery programs, models of care, professional standards, clinical practice, policy and education across SESLHD including modeling professional leadership and too provide high level advice to the District Director of Nursing and Midwifery Services.

2020 was a year of change and uncertainty and in many ways challenging yet rewarding. Despite the impact of COVID-19 I had the privilege to work alongside a dynamic, innovative, and compassionate team.



Sharon White

Nurse Manager, Workforce Development and Design Registered Nurse, Masters-Public Sector Management Health

I have responsibility for providing leadership in relation to professional standards, Award interpretation, and analysis of Nursing and Midwifery workforce data. I am also responsible for strategic planning, developing and managing Nursing and Midwifery workforce related issues within the Local Health District. I have oversight of the annual recruitment of newly graduated Nurses and Midwives.

I am required to provide high-level advice to the Director of Nursing and Midwifery Services regarding planning and analysis of Nursing and Midwifery workforce strategies across SESLHD.

I collaborate with facility Nursing and Midwifery workforce managers in developing district policies, guidelines, procedures, business rules as relates to Nursing and Midwifery Workforce Development and Design.

I also remotely manage the Gower Wilson Memorial Hospital on Lord Howe Island.





Emily Matthews

Acting Nurse Manager, Workforce Capacity & Capability Registered Nurse, Bachelor of Nursing, Graduate Certificate in Critical Care (Cardiac), Graduate Certificate in Education, Masters of Health Management

I have responsibility for providing leadership, consultancy and support in a variety of Nursing and Midwifery workforce related matters across the Local Health District. This includes projects and strategies that are aimed at developing and building the professional capacity of the Nursing and Midwifery workforce. I am the coordinator of the Aboriginal Nursing and Midwifery Cadetship Program and I facilitate the Enrolled Nurse Scholarship program. More recently I have also become involved in the development, recruitment and administration of COVID-19 related workforces, including those related to the Airport Screening and Vaccination Programs.



Coral Levett

Nurse Manager, Professional Development & Workplace Capabilities SESLHD ClinConnect Coordinator Registered Nurse, Nurse Immuniser, Masters of Health Science (Nursing Education), Masters of Health Leadership and Management

I oversee and promote student clinical placements throughout the District and hold governance responsibility for ClinConnect; providing technical support for our clinician users. I also manage the District's Student Placement Agreements held with our Education Provider partners. In order to ensure the safety of students and patients within our service, I am responsible for the student verification (Immunisation Checks, Code of Conduct Agreement and Police Checks) process for health students enrolled with our HETI allocated Education Provider partners – UTS, UNSW, TAFE Sydney Institute and ACAP.





Keith Jones

Nurse Manager, Leadership Initiatives

Bachelor of Nursing, Graduate Certificate Health Management and Leadership

My key responsibility is to support leadership development for Nurses and Midwives in SESLHD. I currently lead the Effective Leadership Program and I am a co-facilitator in the Foundational Clinical Leadership Program, and the Heart of Caring – Leading Compassionate Care workshops. I also lead the SESLHD Leadership Alumni group.

I feel very passionate about leadership development and in 2020 I felt very privileged to support leadership development for our young Nurses and Midwives who were participants of the Nightingale Challenge.

2020 was a challenging year in many ways due to COVID-19 but what I learned about myself from this experience is to be grateful for the good things I have in my life and the wonderful people I work with.



Dan Shaw

Acting Nurse Manager, Leadership Development Facilitation Registered Nurse, Bachelor of Nursing, Graduate Certificate in Chronic Care, Graduate Certificate in Health Management and Leadership, Graduate Certificate in Clinical HealthCare Redesign, PhD Student - UTS

In my current role as Acting Nurse Manager, Leadership Development Facilitation I am incredibly lucky in that every day I get to come to work and support leadership development for Nurses and Midwives across SESLHD. I currently lead the Foundational Clinical Leadership Program and am leading the SESLHD roll out of the Clinical Excellence Commission Safety and Quality Curriculum. I am co-lead on the Nightingale Challenge that provides a platform for young Nurses and Midwives to develop and enhance their leadership and consider their role in the future of Nursing and Midwifery.

I joined the team at the end of 2020, a challenging year for us all. What I learned across 2020 was to be grateful for the things we have, take time out to value the richness in our lives and to not take any of it for granted.





Sally Peters

Nurse Manager, Leadership Development Facilitation Bachelor of Nursing, Masters in Nursing

I lead the Foundational Clinical Leadership Program and co-facilitate in the Effective Leadership Program. Within my role I also co-lead on the Nightingale Challenge. This provides a platform for emerging Nurses and Midwives to develop and enhance their leadership knowledge and skillset and what this can make possible for their role in the future of Nursing and Midwifery.

My role also involves leading the enrolled Nurse Professional Development Program to ensure and enable people working in this role can work across their full scope of practice.

2020 showed me how incredibly adaptive, resilient and skilled our workforce is. I am so lucky to work with skilled leaders who not only demonstrate these qualities, but inspire them in others every day.



Suzanne Murray

Nurse Manager for Workforce Capability

Ophthalmic Nursing Diploma, Registered Nurse, Bachelor of Arts (Hons) Health Studies, Graduate Diploma in Nursing, Masters of Nursing (Education).

My role includes fostering excellence in compassionate leadership, clinical supervision (Point of Care and Reflective Supervision) and skilled facilitation to enable Nursing and Midwifery teams to work towards leading person centred compassionate care, The Heart of Caring. I am passionate about staff wellbeing and self-compassion, and how this can influence how we care for others. I am an associate lecturer at The University of Technology, Sydney in the post-graduate subject of Practice Development Facilitation and Education and recently became one of the SESLHD contacts for the District wide membership of the International Practice Development Collaborative (IPDC).

2020 has been a year to very much recognise the importance of self-care individually and in our teams, while at work. Also how we 'bounce back', building resilience, to face the next challenges as a team and learn from our experiences together.





Louise Connolly

Midwifery Manager of Quality and Cultural Initiatives Registered Midwife, Bachelor of Science in Midwifery, Masters in Medical Health Leadership

My role as a Midwife Manager of Quality and Cultural Initiatives includes developing facilitation capacity and capability for staff across SESLHD to enable them to engage teams to lead and implement change at a local level. I am also responsible for leading and guiding teams in using quality improvement frameworks such as Essentials of Care, Productive Ward, Person Centred Care Program and other blended approaches to ensure positive patient outcomes and person centred compassionate cultures are achieved.

In 2020 the importance of how we connect human to human was something that resonated with me. Navigating the virtual world and resources available was a huge learning curve that really enabled me to connect with and support many of our Nurses and Midwives when our face to face restrictions were in place.



Alexa Buliak

Nurse Manager of Quality and Cultural Initiatives Registered Nurse, Bachelor of Nursing, Masters of Nursing (Clinical Leadership)

As a Nurse Manager of Cultural and Quality Initiatives I am responsible for developing facilitation capacity and capability to enable staff across SESLHD to lead Quality and Culture Programs. These programs encourage teams to engage in practice development and create innovative projects aimed to improve patient safety and experience and increase staff engagement through building effective workplace cultures. The programs supported across SESLHD include Essentials of Care, the Productive Ward Series, the Person Centred Care Program and other blended approaches to quality improvement and workplace culture. In 2020 I led the 'Enhancing the student Midwife experience' in partnership with the Nursing and Midwifery Office.

In 2021, we continue to promote Appreciative Inquiry and strengths based approaches in order to energise our workforce and create services we are proud to deliver and be part of.





Catherine Zammit

Nurse Manager Patient Experience

Registered Nurse, Bachelor of Nursing, Graduate Certificate Health Industry Management

As Nurse Manager Patient Experience I am responsible for facilitating a number of projects across our District. I am currently the lead for the Patient Experience Project which aligns with the NSW Health Elevating the Human Experience project. I also sit on the LHD wound care, falls, nutrition and pressure area committee as well as the NSQHS Standard 5 committee for partnering with consumers. All of these fit perfectly with my background in Emergency Nursing, Patient Flow and Access and performance where the focus is the patient and providing them the best care in the right place in a timely manner.

2020 has seen me also involved with many COVID-19 related projects across the LHD including the introduction of the COVID-19 Check in and screening QR code and most recently I have taken on the role of project coordinator for the COVID-19 vaccination HUB at St George Hospital

I am excited to see where the future of patient experience leads as we elevate the roles of our patients and redesign our care to further focus on their needs.



Kellee Barbuto

Dementia/Delirium Clinical Nurse Consultant

Diploma of Nursing, Masters of Clinical Nursing-Aged Care

My role works to improve outcomes for older people with delirium or cognition impairment who are admitted to the acute and subacute areas of our hospitals. My role involves clinical consultation, development of management strategies, education initiatives and delivery across SESLHD. COVID-19 presented a challenging time for the older person with a delirium or cognition impairment and our staff as we all had to quickly adapt the way we delivered care and support provided to patients and families. Planning involved management and guidelines for caring of the COVID-19 older patient.



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Lesley Elder

Behaviour Management Support - Dementia/Delirium

Clinical Nurse Specialist, Diploma of Applied Science in Nursing, Masters of Clinical Nursing - Aged Care. Currently completing -Graduate Diploma - Dementia Care.

My position was created by the district just over 2 years ago and I was fortunate enough to be given the opportunity to create a unique service for the SESLHD workforce. My role provides support and education with a focus on dementia, delirium and behavioural and psychological symptoms of dementia. The purpose of the role is to improve healthcare outcomes for consumers with dementia during their hospital journey, as well as ensuring staff capacity and capability for the delivery of safe, high quality care. Despite all the challenges of 2020 I was extremely grateful for the ingenuity of modern technology which allowed us to continue provide ongoing support for our staff and consumers alike.



Lily Bonifaz (left) and Letitia McGraw (right) Administration Assistants

We are the Administration Assistants for both Nursing and Midwifery and the SESLHD Clinical Stream Managers. Our positions are busy roles which involve a lot of collating of meeting papers, preparing agendas, minutes and calendar management. We face challenges of meeting logistics for Executives, Clinicians, Allied Health Professionals and Nurse Managers. Our role is key in supporting our Nursing and Midwifery Directorate. In 2020, Letitia has learnt that she can be resilient and adapt to change.

Cindy Leslie (middle) Executive Assistant

I am the Executive Assistant to the SESLHD Director of Nursing and Midwifery. This role involves a large amount of calendar management and overseeing correspondence and approvals on behalf of the Director. The role includes assisting with recruitment along with processing invoices and other office management that may arise for Nursing and Midwifery. Basically this role is here to make the day to day life a little easier for the Director.



Bushfire Response

South Eastern Sydney showed an enormous amount of selflessness during this emergency, with deployed staff providing expert healthcare and support to bushfire - affected communities on the ground. For months, mental health teams delivered specialist care to communities in the Narooma, Moruya and Batemans Bay areas where they responded to distressed and traumatised communities, providing psychosocial support to vulnerable people in need. While dedicated nursing staff spent time at Milton Hospital, Nowra Community Health Centre and in Shoalhaven Hospital's Emergency Department to relieve local colleagues impacted by the fires, some who had lost homes and property.





Bushfire Response



Anthony Turner, who is an Enrolled Nurse working at the Garrawarra Centre made a significant contribution to the NSW Bushfires Emergency response at the beginning of 2020. He was recently awarded the NSW Premier's Bushfire Emergency Citation for all of his efforts. Anthony has been a valued South Eastern Sydney employee for 30 years and is a member of the Austinmer Rural Fire Service.

Anthony was deployed to numerous fire grounds across NSW, from Drake near Tenterfield in the north of the state, the Hawkesbury and down into the Illawarra, often away from his family and work for days at a time. We thank you for your service and dedication to Garrawarra and to the Rural Fire Services (RFS).









International Airport Screening

More than 200 dedicated SESLHD staff have been screening all overseas passengers and crew arrivals at Sydney International Airport in order to assist in the containing of the global spread of COVID-19. Over 230,000 people have been screened, many of whom are finally coming home after more than one year overseas.



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COVID-19

COVID-19 Testing Clinics



Facility Door Screening

PPE Training







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Creating our virtual world was a key highlight for 2020

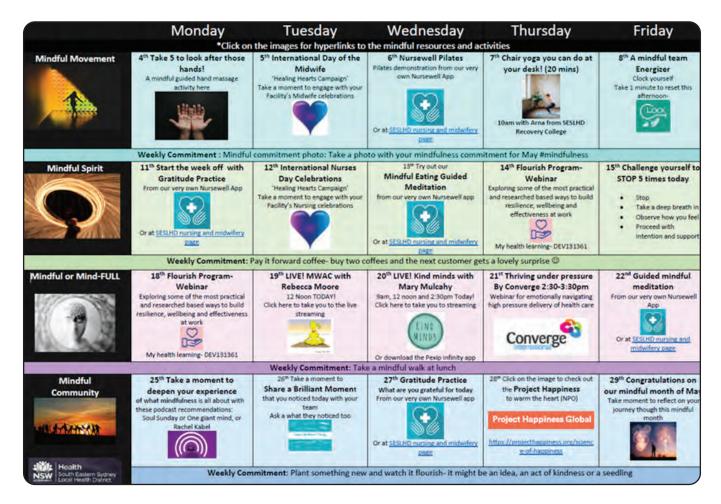
As COVID-19 began to encroach on our health service and our everyday lives, flexibility and new ways of working were undertaken by the SESLHD Nursing and Midwifery team. Without the option of face to face learning in group settings, we had to adapt to ensure our workforce felt cared for, supported and ensure that we continued to provide learning opportunities and ensure our team continued to build capacity and capability within SESLHD.





Featured Highlights

In collaboration with external facilitators, we were able to provide the Flourish series of webinars. This involved 12 webinars lasting an hour that were underpinned in positive psychology and focused on strategies for staff to engage in to ensure a growth mindset, managing emotions and stress and how to work together in uncertain times. We were able to provide a yearlong offering of recorded sessions for people to access on our Nursing and Midwifery webpage at any time. In 2020 over 450 members of staff have attended and enjoyed the Flourish webinar series.





A Moment in Time Photo Competition

The awe-inspiring 'A Moment in Time' photo exhibition was held across SESLHD in 2020 and captured the camaraderie and innovation taking place across our district.

A novel initiative by the Nursing and Midwifery Directorate, the competition invited staff to share and celebrate their experiences of living and working during the COVID-19 pandemic. The idea was to capture and exhibit imagery that evoked the feeling of what it was like to live and work through this unprecedented time.

Over 40 submissions were received and the winning photo, titled Birth, was submitted by Amanda Rehayem, a clinical midwife educator at the Sutherland Hospital's Maternity Unit.

"Watching one of our women wear a face mask during labour was challenging to face, as Midwives it wasn't a picture of normal for us," Amanda said. "The thoughts constantly running through our minds were – how do we social distance when caring for women and how will we work with our colleagues?"



Winners



Elizabeth Ryan



Jo-Anne Amor



Kim Olesen, Tobi Wilson, Amanda Rehayem and Rebecca Moore



Featured Highlights

Top 10 Finalists



It's a Team Effort



A Moment in a Patients Life





COVID-19 Ciao



Waiting for Planes











Skype video chat during COVID-19 visiting restriction



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Christmas Charitable Giving Drive

In closing the year, SESLHD staff threw their support behind a deserving charity. A whopping 914 bags filled with essential items were donated thanks to generous staff members as part of 'Share the Dignity's It's In the Bag' charitable giving campaign.

The Christmas charity drive, coordinated by SESLHD's Nursing and Midwifery Practice and Workforce Unit, invited staff to donate a handbag filled with every day essentials to help women and children fleeing domestic violence and those experiencing homelessness.



Some of our fantastic SESLHD staff showing their generosity

Alexa Buliak dropping off generous donations at a local Bunnings store



Staff rallied together to collect baby clothes, feminine hygiene products, dummies, nappies, face masks, shampoo and conditioner as well as other everyday necessities for families doing it tough this festive season. Kim Olesen, SESLHD Director of Nursing, thanked staff for their kindness: "I am so proud of you all. Thank you for your engagement in this campaign, you have made such a difference to so many people".





The Fifth Commonwealth Nurses and Midwives Conference in London

At the beginning of 2020, just as the COVID-19 pandemic was starting to become a reality, some of our Nursing and Midwifery Practice and Workforce team were invited to travel to The Fifth Commonwealth Nursing and Midwifery Conference in London. This was an amazing opportunity to showcase key bodies of work in Leadership, Midwifery experiences and person centred compassionate care. This opportunity reinforced to us that SESLHD is very much at the forefront in leading and working towards enabling a compassionate workplace culture.



WE CARE SEELHD

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International Nurses Day

Festivities for International Nurses Day were a little different this year. It felt extra special coming together and the celebrations were more creative to ensure safety and physical distancing. A pandemic couldn't stop us from celebrating our Nurses and Midwives across SESLHD.

SESLHD Director of Nursing and Midwifery Services, Kim Olesen shared her appreciation and thanked our wonderful Nurses for their hard work and contributions.

"I would like to take this opportunity to wish Nurses a Happy International Nurses Day. Whilst things may look a little different this year, I would like to personally honour you and acknowledge our nurses who have gone above and beyond the call of duty and contributing to the nursing legacy. This day allows me to reflect on the profession and the people that I have worked with during the year. I just wanted to thank you for all the support and guidance that you have shown me and each other".



Keith Jones and Jane McGuire





Coral Levett and Alexa Buliak sharing gifts with staff at Sydney/Sydney Eye Hospital



Melinda Buchanan and Hayley Coman



Helen McCarthy celebrating with nursing staff





International Day of the Midwife Celebrations

Kim Olesen also shared her appreciation and thanked our wonderful Midwives for their hard work and contributions to our maternity services.

"I would like to take this opportunity to wish all of our Midwives working across SESLHD a happy International day of the Midwife (IDM). I personally would like to acknowledge and thank you all for your hard work and dedication to your role and the women and families you care for. This year the celebrations may look different, however I urge you to celebrate and unite with your fellow Midwives and reflect on your wonderful contribution across SESLHD and the positivity you bring to the experiences of both women and their families".



 Eter McCarthy: Director of Nursing/Midwifery celebrating with nursing staff



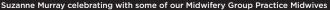
The Sutherland Hospital Midwife of the Year: Tegan McWilliams





Suzanne Murray, Helen McCarthy, Michael Sharp and Sally Peters at the Royal Hospital for Women









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World Kindness Day

Staff shared small acts of kindness with each other, patients, carers and our community across each of our SESLHD facilities in November 2020 to mark World Kindness Day. To celebrate World Kindness Day the District Nursing and Midwifery Practice and Workforce team shared kindness resources and invited staff to play 'Kindness Bingo' and share a 'Kindness Card'. Individuals wrote down and gifted each other with kind words, sharing why they value working with each other.





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As Patient Experience Officers, we interact with people who are often in very stressful and unknown situations. The empathy and kindness that we show them has the capacity to change their whole hospital experience. Communicating and keeping patients, their carers or families informed, can relieve anxiety that they may have.

Rohana Roche and Kerry Hayward Patient Experience Officers, Emergency Department The Sutherland Hospital



Barb Crawford, Drew Kear, Robyn Williams



Rebecca Moore

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Being kind and showing compassion takes no time at all and actually makes life easier and more fulfilling. I am very grateful for all the kindness I am shown by staff and patients every day.

Rebecca Moore Nurse Manager for Women's and Children's services The Sutherland Hospital





Nurse Practitioner 20th Anniversary - Celebrating our Nurse Practitioners

December 12th, 2020 saw Healthcare facilities nationwide marking 20 years since Australia saw its first Nurse Practitioners step up into new clinical, senior nursing roles. Celebrations were held at the six sites where the District's Nurse Practitioners work: War Memorial Hospital, Royal Hospital for Women, Prince of Wales Hospital, St George Hospital, Calvary Health Care Kogarah and The Sutherland Hospital to mark the event and a video of our Nurse Practitioners sharing their reflections on their Nurse Practitioner roles was shared across SESLHD.





The USA led establishment of Nurse Practitioner roles in 1964. It was not until the early 1990s that Australian Nurses began pilot projects to evaluate this model of care. Evaluations found Nurse Practitioners were 'feasible, safe, and effective in their roles and provided quality health services'. The first two Nurse Practitioners to be authorised in Australia on 12 December 2000 were trailblazers Sue Denison, who specialised in rural and remote health, and Jane O'Connell, who specialised in emergency care. There are now 1900 Nurse Practitioners in Australia with SESLHD fortunate to have 38 across our LHD.

Nurse practitioners are registered Nurses with the experience, expertise and authority to diagnose and treat people of all ages with a variety of acute or chronic health conditions. They have completed additional university study at Master's degree level and are considered to be the most senior and independent clinical nurse in our health care system.





Nightingale Challenge

The World Health Organization (WHO) declared 2020 the year of the Nurse and Midwife to celebrate the 200th birthday of Florence Nightingale. To honour this inspirational leader, Nursing Now in partnership with the World Health Organization launched the Nightingale Challenge. Due to COVID-19 this historical event was extended to June 2021.

The purpose of The Nightingale Challenge is to develop the next generation of Nurses and Midwives as leaders, practitioners and advocates in health. Currently 31,052 Nurses and Midwives from 803 employers in 79 countries have accepted the Nightingale Challenge.



SESLHD has supported 75 Nurses and Midwives to engage in leadership development programs over the past 18 months. The Nursing and Midwifery Practice and Workforce Unit (NMPWU) lead a Nightingale Challenge Governance Committee to support participants in the facilities across the district.

The NMPWU developed a range of strategies to support participants' leadership development. These include access to leadership programs, a Nightingale Challenge webpage, a Facebook group, and a series of interactive webinars. The team also attended local events to support facilities to engage with participants. These events encouraged networking with each other as well as opportunities to meet with senior nursing and midwifery leaders in the organisation. Some of the participants were interviewed and their profiles shared on SESLHD and Nursing Now virtual platforms.

Some members of the team as well as one of the DON's in the district were invited by Nursing Now to be part of global webinars to share the leadership programs we have developed for participants and the impact they have on creating positive workplace cultures and improving patient care. It has been a privilege for SESLHD to be a part of this exciting global movement to support leadership development for our emerging Nursing and Midwifery leaders. Following are some of our challenge participants who took up the opportunity to be profiled.





Emergency Department Prince of Wales Hospital

How do you hope to influence nursing at your site and how do you think this will translate on a global scale?

To influence nursing at POWH I think you have to present yourself in a way that is approachable and empathetic but also dynamic and innovative. I think we are at an exciting time with the redevelopment of the hospital. People are looking for that person that can make the transition to the new building easier and motivate and influence people to come on that journey. I also want to be a good role model to others and I reflect on what kind of leader I want to become. Opportunities will come up in the redevelopment and I'm really looking to demonstrate my best self as one of the senior Nurses in the department to support and guide junior Nurses to make this transition.





Patrick Gould

Clinical Nurse Educator Inpatient Mental Health. Eastern Suburbs Mental Health Service

What do you hope to get from your leadership program and how have you achieved this so far?

At the start of the Effective Leadership Program in February 2020 I was hoping to get the skills that would enable me to move into a formal leadership position. This has happened and I've just recently become a Clinical Nurse Educator. I'm very grateful for the first 2 sessions in particular for Kouzes and Posner and the 10 commitments that align with each of the five leadership practices. As I'm quite inexperienced in this role I didn't think I'd be reviewing literature and reflecting on how I can apply these behaviours to my role. It's been really useful. In the Bachelor of Nursing you don't really go into leadership very much so being exposed to these new leadership behaviours has been very helpful.

Deirdre Carberry

Eastern Suburbs Mental Health Service Eastern Suburbs Mental Health Service Megan Flaherty





What motivated you to join the Nightingale **Challenge?**

Coming from another country with a different health system, you don't get the same level of support as what I have received here in Australia. I have now gained enough confidence in my clinical abilities that I feel ready to take my knowledge to the next level and be challenged by the leadership and management side of things. I wanted to gain experience in specific skills and expand my knowledge to 'manage' really well. Being part of the Nightingale Challenge to me means being a part of a community as a whole and this has certainly been the case with everything that's happening with the pandemic over the last few months.





Lauren Ashwell

Nurse Unit Manager 3 Prince of Wales Hospital Mental Health ICU

What motivated you to join the Nightingale **Challenge?**

Being 2020 - The year of the nurse and the midwife it was an exciting opportunity to be involved in a global initiative with the opportunity to network with emerging leaders from across the world. I really value the leadership resources being shared on the Facebook group.







How do you hope to influence nursing and midwifery at your site/unit? How do you think this might translate on a global scale?

These tips and tricks helped me to begin and improve my 'Wound Care Warrior' Program. It helped me develop change management skills and to engage with the participants to keep them engaged in the program through to completion, and the program has grown since its beginning as a result.

I think developing leadership in nursing and midwifery can have a huge impact on the global scale. Sharing our practice with leaders from other countries can have a positive effect as we can learn from each other and we can use this knowledge to enhance our influence as a group. Knowledge is power and the more we share the more we can improve our services.





What motivated you to join the Nightingale Challenge?

The Nightingale Challenge is very attractive to me as it gives me the opportunity to develop leadership skills and become a stronger voice for our patients and inspire the younger nursing generation. Leadership is not just about reading books, it's about experiences and I think the challenge could offer me this opportunity. I am also interested because it's a global movement. To connect with other young leaders from around the world and hear what's happening is really exciting.







What do you hope to get from your leadership program and how have you achieved this so far?

I'm doing my Master of Advanced Nursing and majoring in education to support my Clinical Nurse Educator Role. I was a relatively new nurse when I started in the role and I love learning. My Master's has helped me develop my facilitation skills. I'm not one for usually getting up and talking in front of people. I have refined these skills and become more confident now doing this. I've also learned new skills on how to engage people in learning activities. Incorporating technology into teaching for example SIMS and KAHOOTS can make learning new skills fun and available to all Nurses.





What do you hope to get from your leadership program and how have you achieved this so far?

I hope to gain additional leadership facilitation skills and apply them into my daily practices and help me obtain my end goal of becoming a Clinical Nurse Educator. I am working towards this by engaging with educational resources such as on line webinars and face to face workshops. It's opened my eyes to see that young people can become leaders and achieve their goals too!

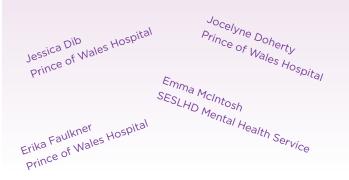






How do you hope to influence nursing and midwifery at your site?

One of my hopes is to influence the standard of nursing care at this hospital. I believe we are clinicians and initially I thought I was just a nurse and not involved in decision making. Nursing is so important in decision making to provide such good nursing care to our patients. Therefore we have to consider the role of Nurses in the future. For example, will Nurses be replaced by artificial intelligence? I think to prevent this we must consider how we can support Nurses to evolve with education and professional development.





Sheryll Cabarce

Acting Clinical Nurse Educator War Memorial Hospital

How do you hope to influence nursing and midwifery at your site?

I want to lead by example. Leadership skills can be learnt and you don't have to be in a manager's position to be a leader. I believe you can be in any position on the ward and still be a leader. Also, I'm encouraging people to be more open to learning new things. Things are changing so rapidly in healthcare particularly with COVID-19. I hope I can influence Nurses to be open to new concepts and new ideas. Learning doesn't need to be onerous. It could be learning something quite small. It's about being curious and questioning practices we see around us that could be improved. This can lead to patient safety and better patient care.





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What motivated you to join the Nightingale Challenge?

Recently, I attended the 'Emerging Leaders Workshop' at the hospital and this day that was focused around leadership inspired me to join the Nightingale Challenge as I feel I am an emerging leader and I continue to proactively look for new opportunities to improve my leadership style and knowledge around this topic. Being able to connect with current specialists in leadership, as well as other emerging leaders who have similarly joined the Nightingale Challenge is exciting as I think it'll allow network opportunities with each other and bounce ideas back and forth with like-minded people who are interested in leadership globally as it has an international reach. Lastly, I think it's so important to celebrate 'The year of the Nurse and Midwife' 2020 and what better year than to 2020 to join others in the global movement to develop Nursing and Midwifery.



Alexa Buliak SESLHD Nursing and Midwifery



What motivated you to join the Nightingale Challenge?

We were originally approached by our Director of Nursing and Nurse Manager of education to join the challenge. We started to realise that this was an opportunity to work together as Nurses and Midwives across the district. To share our experience and ideas with each other. All of the Nightingale Challengers come from such different backgrounds and workplaces from ICU to rehab and we can all share our stories to learn from each other.







What motivated you to join the Nightingale Challenge?

Being challenged and learning to new things. We're so lucky to have such strong leaders around us to support and mentor us. It's also such a great opportunity for us to meet people like us, around the globe. The networking is particularly interesting, especially in the current environment (COVID-19) to see how other areas are managing. Such as: how do you keep others motivated at work and how do you keep yourself growing personally? And I'm so interested in understanding how to influence others around me.





What motivated you to join the Nightingale Challenge?

For me, I was inspired by the leaders that I work with here at ESMHS. This is such a supportive environment to learn in and from. I didn't get this kind of opportunity where I worked before. I had so much interest in developing my leadership skills, and I love that the Nightingale Challenge has international reach. The networking opportunities and resources available to us such as the Facebook page let us look beyond the Mental Health specialty.







How do you hope to influence nursing and midwifery at your site and how do you think this could translate on a global scale?

Going into the role what I'm hoping to do is influence Nurses on the floor and be a good role model to them. Provide support to them so when we're not available they are able to use their own critical thinking to make decisions, and role model good behaviours. I am an approachable person and I have an open door policy. I encourage Nurses to come and talk to me if they have a problem. I'm also not afraid to ask for support and seek guidance from others when I need to. I encourage this with my peers. On a global scale particularly under the current climate with COVID-19, I believe upskilling of Nurses during this time is significant so they have the skills to do their job in this climate. I think it's important to create a positive work environment and have a united front. This will hopefully influence the healthcare industry and this will be transferred to the patients and the community.

Sydney/Sydney Eye Hospital Ilona Mudryk

Elsa Zaulich The Sutherland Hospital



Ranjeeta Bhandari

Clinical Nurse Specialist Rehabilitaion, Calvary Health Care Kogarah

What motivated you to join the Nightingale challenge?

For me, Florence Nightingale has always been an inspirational person. I did my own research to understand what the Challenge could offer me. Our managers really encouraged us to join the Challenge as they felt that this opportunity could create new opportunities for us. I have been working as a CNS in rehab at Calvary for a while now and I'd like to build my professional network and enhance my leadership skills so this really seemed like a great opportunity to achieve those goals.







What do you hope to get from your leadership program and how have you achieved this so far?

I'd really like to work in management, but I also know that I want to and can lead from the bedside. I'm learning that leadership is not a position but it's the way that you act and role model your behaviour. I'd like to build up my confidence in leading others effectively.

I am learning that building my resilience is really important part of building my leadership skills. Recently, I acted as a manager on a unit that I'd never worked in before. It was a bit challenging, but using my resilience and reflection helped me to work through some difficult situations and I learned how to approach things differently in the future. I'm also learning the importance of transparency and explaining the 'why' when I try to implement different processes or procedures. For example, rostering. I've learned that explaining the reasoning behind different rostering practices helps staff to know why I am doing what I'm doing. This has provided clarity and understanding to staff instead of confusion and misunderstanding.

Amanda Pisani The Sutherland Hospital Sahn Zanotti St George Hospital



What motivated you to join the Nightingale Challenge?

It was the opportunity to be a part of a leadership development program that really introduced me to the Nightingale Challenge. Learning about the importance of and the message behind the Nightingale Challenge really reminded me of the importance of giving our future leaders a voice and a platform to develop and grow.





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War Memorial Hospital Wellness Checks

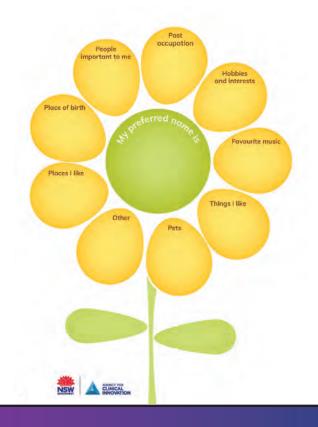
Staff at War Memorial Hospital responded to the COVID-19 pandemic innovatively and as soon as restrictions were introduced in March 2020, a working party was formed to develop a Wellness Check that would be utilised to support older clients living in the community to manage their health and wellbeing. The Wellness Checks include a client letter, Wellness Check triage and decision making tool and links to health services for onward follow up or referral. The Wellness Check tools are backed by research that identified key issues that lead to deterioration and hospitalisation, particularly for older clients. The tools will have benefits for staff and clients in the longer term, beyond the period where restrictions are lifted.



Annabel Kingsford, Wendy Longley, Genevieve Maiden, Jacqui Robertson & Lynda Elias

Sunflower Tool Providing Person Centred Care

Throughout 2020, the Dementia and Delirium team worked with the Allied Health team to roll out the Sunflower Project at the Prince of Wales Hospital aged care wards. Person centred care is an interactive, biopsychological philosophy of care, focusing on the patient holistically. It takes into consideration the biography, physical health, neurological impairment and social psychology of the patient and is contingent upon knowing them through an interpersonal relationship built on respect and dignity. The Sunflower tool is a simple and effective means to supports the implementation of this model. The centre of the sunflower identifies the person's preferred name, while each petal is designed to collect individualised information about the person. As a result of the successful rollout on the aged care wards, the project is now being rolled out hospital wide across 2021.





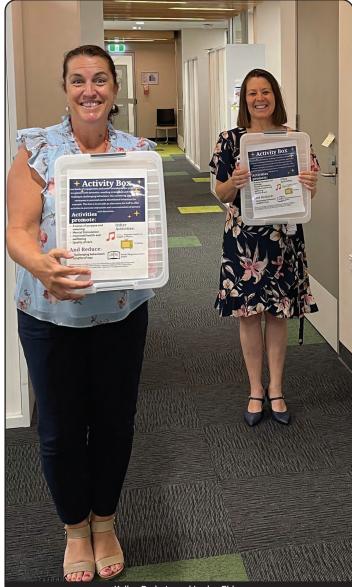
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Innovations

COVID-19 Activity Boxes An innovative approach to supporting patients experiencing delirium and challenging behaviours

The COVID-19 crisis has challenged our resolve as healthcare providers to ensure patients receive safe, high-quality care for the duration of their health journey. To support staff caring for patients with COVID-19 who also have a history of cognitive impairment with challenging behaviours, the Dementia and Delirium CNS and CNC team will be providing dementia specific resources. These resources include 'Activity Boxes', which promote interaction and communication to alleviate low levels of engagement and stimulation. The Activity Boxes will foster a sense of purpose and meaning, provide mental stimulation, improve the health and wellbeing of the patient, and at the same time improve quality of care.

The second resource complementary to the Activity Boxes is the 'Delirium COVID-19 packs'. These packs not only provide governance around the management of delirium in the COVID-19 patient, but also include resources to implement safe and high quality care. The packs include 'Person centred Profiles/Top 5 forms, Behaviour Management Plans, delirium and communication infographics, sunflower charts, along with relevant policies which incorporates Restrictive Practice, Falls, Bed rails and Delirium.



Kellee Barbuto and Lesley Elder



SESLHD Patient Experience Officers - Virtual Reflective Supervision

The Ministry of Health Patient Experience Officer Project sees Patient Experience Officers (PEO) perform a concierge type service in our Emergency Department (ED) waiting rooms to assist patients and their carers with questions and advice. As part of the project all PEOs are participating in a monthly reflective supervision group facilitated by the LHD Nursing and Midwifery team. This has enabled a reflective/networking space for the PEOs to provide feedback and look at strategies to improve their role/experience and share experience around managing conflict or aggression in ED. PEOs attend 1 x hour supervision session every month via Skype to discuss and reflect on enablers and barriers of the role and provide professional development opportunities for PEOs.





Patient Experiences

SESLHD Dementia or Cognitive Impairment Supporting patients experiencing Dementia or a Cognitive Impairment

In 2020, SESLHD's Dementia and Delirium CNCs and CNE collaboratively developed the Dementia or Cognitive Impairment Carer's Information about Hospital Admission pamphlet to provide families/ carers with information about what to expect when their loved one is admitted to hospital and their important role in working with the hospital staff during what is often a difficult time. The easy to understand format includes information about delirium, falls prevention, person centred care and advanced care planning. It is hoped this pamphlet will aid hospital staff and the patient's family/carer to work collaboratively together so as to achieve the best possible outcome for the patient.

Helpful Contacts

Carer Gateway: www.caregateway.gov.au or Call 1800 422 737

Dementia Australia: www.dementia.org.au

My Aged Care: www.myagedcare.gov.au or Call 1800 200 422

National Dementia Helpline: Call 1800 100 500

With thanks to:

Dementia Australia SSWAHS

December 2020



Dementia or Cognitive Impairment

Carer's Information about Hospital Admission

SESLHD CNC Dementia & Delirium

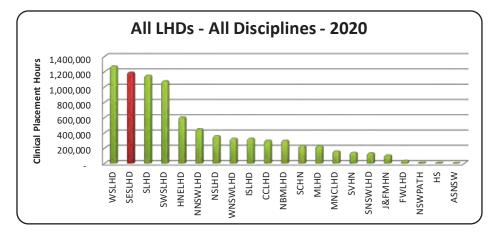
Produced by South Eastern Sydney Local Health District

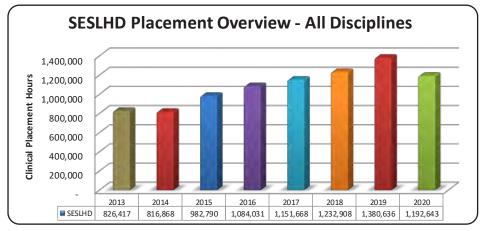


SESLHD Student Placement Activity

Student placements continued in SESLHD throughout 2020, despite the pandemic, with over 1,192,000 clinical placement hours accommodated throughout the District.

With around 565,000 Nursing, and 11,800 Midwifery placement hours, SESLHD continues to be a preferred placement site for students from University and TAFE. St George Hospital once again had the highest placement hours (231,000) of any hospital in NSW.

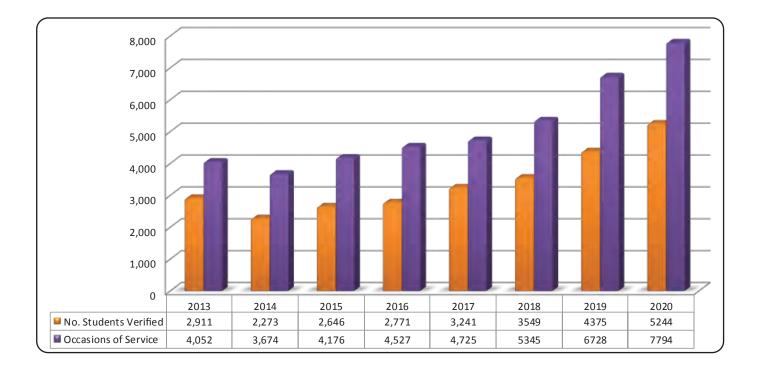






SESLHD Student Verification Activity

Student Verification (the checking of immunisations, Code of Conduct and National Police Check) activity continued to rise in 2020, despite the pandemic, to new highs of over 7,700 occasions of service (5,244 students), representing an increase of 16% on 2019. From 12 March 2020, all student assessments were conducted online.





SESLHD Tiger Teams

The Tiger Team approach is a short term, high impact collaborative effort between an organisation and key stakeholders to identify and solve problems utilising the skill set, knowledge and resources available, within the organisation. This approach first coined in disaster management by NASA in collaboration with the Health and Quality Air Safety team. Where each Tiger Team draws on the expertise of their principle investigators to find the best, multifaceted solutions to-pressing air quality issues.

So similarly, our Tiger Teams aim to support and guide District facilities to ensure our workforce feel safe and supported, and have the skills and capacity to provide care that is safe and effective during COVID-19.

In SESLHD we created 5 expert areas including Workforce Planning, Leadership and Supervision - which Louise Connolly is the team leader for, Directors of Nursing, Nursing Education and Wellbeing.





Wellbeing

In TIGER TEAM #5-Wellbeing: working collaboratively with a facility wellbeing representative (11 key stakeholders). The Purpose was to collaboratively consider the provision of wellbeing opportunities across SESLHD to support the physical and emotional health of our workforce.

One of the first actions from this group was to pull our collective resources together both human and physical and create a virtual Mindful in May calendar to provide mindful opportunities virtually across our LHD. The 'Beginning of Shift Check In Tool' was created as a prompt for teams to use at the beginning of shift as a means of checking in on the wellbeing and physical health of our Nursing and Midwifery staff during COVID-19.

We have formed a Nursing and Midwifery wellbeing community and virtual resources to support wellbeing across SESLHD. These include establishing a District Nursewell Being internet site, enabling clinicians to have access in work time to all mindful meditations and Pilates videos, from the Nursewell App. A Nursewell Being Facebook group was also established to connect SESLHD employees with a wellbeing interest, a place to share wellbeing resources and offerings.

All our District offerings are introduced to Nurses and Midwives throughout our facilities at orientation.



The 'Beginning of Shift Check In Tool' was created by our Nursing and Midwifery team as a prompt guide for teams to use at the beginning of shift as a means of checking in on the wellbeing and physical health of our nursing and midwifery staff during COVID-19.

The tool is being used in pockets across SESLHD with positive feedback from staff.

The hope is to utilise this tool both now and beyond COVID-19 times as part of our daily huddles/check-ins and for leadership teams and in charge of shift to lead.

The hope is that lanyard format will be convenient and accessible and may add structure to the beginning of shift and also encourage teams to connect human to human and utilise strengths throughout the day.





Thank you to all of our staff across SESLHD for your amazing contributions in 2020!

Our people share what influenced their decision to work in healthcare



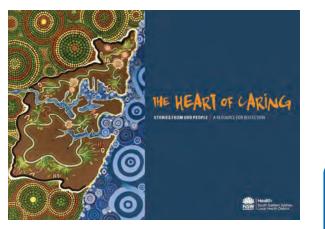
The fact that they let you into their lives is absolutely amazing and you can work with them in that space, and the things you witness are extraordinary – the way people come together and are resilient.

Social worker

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I think compassionate care is about being open and honest, being non-judgmental and kind, listening to people and building that rapport. They may be scared or have preconceived ideas. We don't always know their story.

Registered Midwife



"

Nursing is a really big part of who I am. I became a nurse to make a difference and I see it as the way you can care and inspire others to care.

Clinical Nurse Consultant

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"

I just knew I wanted to do something where it mattered what I did in the scheme of things.

Clinical Nurse Consultant



"

I've no regrets, you look back and think I made a difference.

Clinical Nurse Consultant



