

The Chair opened the meeting and Mr Monaghan acknowledged the Traditional Owners of this Land. He also paid his respects to Elders both past and present. He extended his respect to other Aboriginal people and colleagues present today.

1. In-camera Session

An in-camera session was not required.

2.1 PRESENT AND APOLOGIES:

Board Members: Mr Mark Humphries (Chair), Mr Peter Carter, Mr Michael Carter, Mr Scott Monaghan, Mr Thomas George, Mr Pat Grier, Ms Carolyn Byrne, Dr John Griffin, Ms Naree Hancock, Dr Alasdair Arthur, Dr Allan Tyson

Via Microsoft Teams:

Professor Susan Nancarrow

Apologies:

Dr John Moran

In Attendance:

Mr Wayne Jones, Chief Executive
Mr Ged May, Community Engagement Manager
Ms Jennifer Cleaver, Manager Chief Executive Unit
Ms Kate Greenwood, Board Secretariat

In Attendance for part of meeting:

Cr Ian Tiley, Mayor, Clarence Valley Council
Mr Adam Cameron, Acting General Manager, Clarence Valley Council
Dr Andrew White, Chair, Grafton Base Hospital Medical Staff Council
Ms Lynne Weir, Director Clinical Operations
Ms Tamahra Manson, Acting Director, Mental Health, Alcohol and Other Drugs

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

There were no declarations of pecuniary and/or Conflicts of Interest.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 31 August 2022 as circulated were **ENDORSED** as a true and accurate record:

Moved: Ms Carolyn Byrne

Seconded: Dr John Griffin

CARRIED

2.3.2 Business Arising from the minutes:

2.3.2.1 Mr Jones to organise a follow-up Board workshop to include the Executive Leadership Team following the 26 October 2022 Board meeting.

The Board workshop has been scheduled on 26 October 2022 following completion of the Board meeting and an invitation has been issued to the Executive Leadership Team.

ACTION:

Mr Jones to organise a follow-up Board workshop to include the Executive Leadership Team following the 26 October 2022 Board meeting.

2.3.2.2 Mr Jones to request Ms Kathryn Watson, Associate Director Planning to review the effectiveness of the CPCEC committee and report back 26 October 2022 Board meeting.

This will be provided to the 26 October 2022 Board meeting.

ACTION:

Mr Jones to request Ms Kathryn Watson, Associate Director Planning to review the effectiveness of the CPCEC committee and report back 26 October 2022 Board meeting.

2.3.2.3 Ms Jenny Cleaver to forward the 2022 NNSWLHD Quality Awards videos to Board members for their information.

The 2022 NNSWLHD Quality Awards videos were emailed to Board members on 31 August 2022.

2.3.2.4 Mr Jones to provide a brief on NNSWLHD Own Source Revenue to 26 October 2022 Board meeting.

This will be provided to the 26 October 2022 Board meeting.

ACTION:

Mr Jones to provide a brief on NNSWLHD Own Source Revenue to 26 October 2022 Board meeting.

2.3.3 Other Matters Arising from the minutes

Mr Peter Carter provided an update the progress of the Board Development Plan.

3. Matters for Decision

3.1 Renaming the Tweed Valley Hospital

Following a discussion regarding the proposed renaming of the Tweed Valley Hospital to the Tweed Valley University Hospital, Mr Jones advised, that while the Board may endorse the renaming, the final decision will be made by the Ministry of Health (MOH).

The Board **ENDORSED** the renaming of the Tweed Valley Hospital to the Tweed Valley University Hospital.

Moved: Ms Carolyn Byrne

Seconded: Mr Pat Grier

CARRIED

4. Board Strategic Priorities

4.1 Workforce Culture – update provided to 27 July 2022 meeting.

4.2 Patient Flow - Please refer to presentation below provided by Ms Lynne Weir and Ms Tamahra Manson

4.3 Environmentally Sustainable Healthcare – next update to be provided to October meeting.

4.4 **Aboriginal Health** – update was provided to 27 July 2022 Board meeting.

5. Matters for Discussion

5.1 Chief Executive's Report

Mr Jones referred to the issues that were covered in the Chief Executive's report including:

5.1.1 Current and Significant Issues

- **People Matters Employee Survey** – PMES survey concluded on 16 September 2022 with a final completion rate of 46%. This is the highest response rate NNSWLHD has recorded since the commencement of the PMES.
- **Coronavirus/Influenza** – reported positive test cases continue to slowly decline with a stabilising of hospitalised patients.
- **Elective Surgery** – an update was provided on the Lismore Anaesthetic Group concerning negotiations regarding public patients in private hospitals.
- **Representation from Grafton Base Hospital Medical Staff Council** – an update was provided.
- **Grafton Redevelopment** – the Clinical Services Plan is progressing well.
- **Regional Health Ministerial Advisory Panel** – an overview was provided on the media statement outlining the membership of the recently formed Regional Health Ministerial Advisory Panel.
- **Urgent Care Centres** – an overview was provided on the media statement regarding the 25 Urgent Care Centres across NSW and Victoria.
- **Queens Memorial Public Holiday** – 22 September 2022 a one-off public holiday. Elective surgery continued so as not to disrupt plans clinicians and patients have arranged for this date.
- **Resignation of Ms Vicki Rose, Director Allied Health & Integrated Care** – will be retiring at the end of the calendar year. An Executive farewell will be organised for Ms Rose prior to her departure.

5.1.2 Update on Strategic Issues

- **Strategic Priority: Integration Through Partnerships** - NNSWLHD Consultation Report on the development of the Regional Health Plan. There is a significant degree of consistency on the themes and discussions across rural LHD's.
- **NNSWLHD Service Agreement KPI Quarterly report** - The Board noted the information in the brief.

5.1.3 Matters for Approval

- The Board **APPROVED** the Chief Executives' request for Annual Leave from 31 October 2022 – 4 November 2022.

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during August 2022 NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 25%.
- Elective Surgery Access Performance during August 2022 was Category 1 94% against a target of 100%, Category 2 67% against a target of 97% and Category 3 was 67% against a target of 97%.
- Elective Surgery overdue numbers for August 2022 were Category 1 – 18, Category

2 – 497, Category 3 – 994.

- Triage – NNSWLHD met triage Category 1 target, Category 2 August 2022 result was 76% with a target of 95% and Category 3 result was 69% against a target of 85%.
- Transfer of Care target for August 2022 was 90% with a result of 81%.

5.1.5 Security, Risk and Compliance Update

- Security update on the implementation of the recommendations in the Anderson Report will be provided to the 26 October 2022 Board meeting.

5.1.6 Governance Update

- **NSW Health Performance Framework** – the Board noted the information in the report.

5.1.7 eHealth Update

- An update was provided on eHealth progress across the LHD, including the 2022 Cyber Security Annual Attestation, Summer Season – Business Continuity Plan and Disaster Recovery Planning and the Rural Funding Business Case.

5.1.8 Capital Works/Planning Projects

- Tweed Valley Hospital update was provided on the progression of the building phase.
- Lismore Base Hospital – C8 works completed, Level 4 works expected to be completed this month.
- Palliative Care refurbishment – design consultation is being progressed and tenders go out in October.
- Rural Minor works – Grafton works now complete. Delay with Murwillumbah due to floods, however tender award completed with work to commence October 2022.
- Byron Solar – project works commenced August 2022 with estimated completion due November 2022.

5.1.9 Matters for Noting

- Nil for this meeting.

5.1.10 Important Meetings/ Diary Commitments

- Board Development Workshop 26 October 2022 with Dr Karen Luxford, Chief Executive Officer, Australian Council on Healthcare Standards presenting to the workshop.

Questions for the Chief Executive without Notice

- Mr Jones advised that planning for replacement of Ms Vicki Rose has commenced.
- Responding to a query regarding the complaints that are escalated to the Health Care Complaints Commission (HCCC), Mr Jones advised he will seek further feedback through HCQC with consideration for a deep-dive into this in 2023.
- Mr Jones provided a brief update on a recent screening of Deadly Heart which is a program regarding acute rheumatic fever and heart disease in the Aboriginal population.

ACTION:

The Chief Executive Office is to forward the Deadly Heart presentation to Board members for their information.

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- Mr Jones advised the HCQC continues to monitor the data around perineal tears.
 - Mr Jones advised that Mr Matthew Daley, Deputy Secretary for Patient Experience and System Performance will be visiting the LHD on the 14 October to meet clinicians, staff and Executive.

The Board **ENDORSED** the Chief Executive's Report.

Professor Nancarrow left the meeting.

5.1 Committee Minutes (discussed on exception basis, otherwise noted)

5.2.1 Health Care Quality Committee (HCQC) – 13 September 2022.

Mr Peter Carter provided a brief overview of the HCQC minutes.

Following a brief discussion, the Board **ENDORSED** the updated Health Care Quality Committee Terms of Reference.

Moved: Ms Naree Hancock

Seconded: Dr Alasdair Arthur

CARRIED

Speaking to the brief on Access to the Opioid Treatment Program, Mr Peter Carter referred to the good work undertaken by Ms Diedre Robinson, Director Mental Health, Alcohol and Other Drugs and her team to improve the performance of the program following the impact on service delivery following the 2022 floods. It was agreed a letter of appreciation is sent to Ms Robinson on behalf of the Board.

ACTION:

The Board Chair to forward a letter of appreciation to Ms Diedre Robinson, Director Mental Health, Alcohol and Other Drugs and her team to acknowledge the excellent work undertaken around the access to Opioid Treatment Programs.

The Board noted the unconfirmed 13 September 2022 HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 21 September 2022

Mr Michael Carter provided an overview of the F&PC meeting.

The LHD is slightly over activity at present, but the challenges remain around the high level of agency nurse costs, expecting this may continue for the short term. Mr Jones provided an update on the COVID supplementation and the work underway to retain staff.

Responding to a query, Mr Jones spoke on the LHD performance rating and the possibility of this altering as a result of the current financial performance.

The Board noted the unconfirmed 21 September 2022 F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 8 September 2022.

Dr Arthur provided an overview of the recent appointments and resignations across the

LHD.

The Committee noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee Special Finance (ARC) – 5 September 2022.

Ms Byrne provided an overview of the meeting and the Board noted the unconfirmed Special Finance ARC minutes.

A brief discussion followed on the ARC meeting held on 23 September 2022. Ms Byrne advised the ARC Chair queried the possibility of increasing the independent and Board membership numbers of the committee. Mr Jones advised he will discuss this matter further with the ARC Chair.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – 16 August 2022.

Dr Tyson provided an overview of the minutes. He advised further discussion will be held at next month's Board meeting when the brief is due regarding the effectiveness of the committee.

The Board noted the CPCEC minutes.

5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 10 October 2022.

The Board noted the next CPAC meeting will be 10 October 2022.

5.2.7 Research and Innovation Committee (RIC) – next meeting 5 October 2022

The Board noted the next RIC meeting will be 5 October 2022.

6. Matters for Noting/Information (discussed only on exception basis)

Nil for this meeting

6.1 Major correspondence

Nil major correspondence

6.2 NNSWLHD Seal

There were no items requiring the NNSWLHD Seal to be applied.

6.3 Calendar

6.3.1 Chairman's Calendar

The Board noted the Chairman's Calendar.

6.3.2 Updated Board Calendar

The Board noted the updated Board Calendar.

6.4 Other matters for noting

6.4.1 Quarterly Consumer Feedback Report – the Board noted the information on the brief.

7. Meeting Finalisation

Mr Thomas George provided a critique of the meeting.

7.1 Next Meeting

26 October 2022


Tweed Heads

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.25pm

I declare that this is a true and accurate meeting record.

Signed



Date

26/10/22

Mr Mark Humphries

Chair

Northern NSW Local Health District Board

9am – 9.30am Clarence Valley Council – Cr Ian Tiley, Mayor and Mr Adam Cameron, Acting General Manager

The Chair welcomed Cr Tiley and Mr Cameron to the meeting.

Cr Tiley advised the Clarence Valley continues to grow rapidly, particularly the aged population around Yamba. The Grafton Base Hospital redevelopment is a priority for the area due to the current needs of the community and the projected forecasts in population growth.

Cr Tiley spoke on the disappointment felt in the community regarding the recent state budget and delay in the redevelopment.

Mr Jones advised the LHD is finalising the Clinical Services Plan (CSP) as there remains some disagreement on overall bed numbers and Operating Theatre numbers between the LHD and Ministry. Once the CSP is completed, the Master Planning process will commence as agreed at a recent meeting with the Hon. Paul Toole MP, Deputy Premier and The Hon. Bronnie Taylor MLC, Minister for Regional Health.

Challenges remain around the previous allocated budget for the build, with the view that the redevelopment may be a staged approach due to the increased cost of construction over the past several years. Discussion followed on the future proofing lessons learnt from the building of Tweed Valley Hospital.

Cr Tiley noted that difficulties continue in the Clarence Valley and across the LHD in accessing a General Practitioner appointment. Mr Jones noted the possibility of an Urgent Care Centre (UCC) in Grafton which would help people accessing primary health care and alleviate the pressures on the Emergency Department. Mr Jones advised discussions are still underway with various stakeholders on the potential of a Grafton UCC how this will look moving forward.

Mr Jones advised Cr Tiley and Mr Cameron the LHD currently has a recruitment program underway, however, indicated he would be happy to meet with the Clarence Valley Council to discuss options in which the Council could support the LHD in recruitment and retention of health staff in the valley.

Mr Cameron spoke on the future land releases across the valley with the planned projected population increase and the impact this will have on health services in the future. Mr Jones advised he would be happy for Mr Cameron to speak to Ms Kathryn Watson, Associate Director Planning to discuss this matter further.

The Chair thanked Cr Tiley and Mr Cameron for their time in coming to the meeting today.

9.30am – 10.00am – Dr Andrew White, Chair, Grafton Medical Staff Council (MSC)

The Chair welcomed Dr White to the meeting.

Dr White advised that as the new Chair of the MSC that he is adopting a very engaging and collaborative approach with management/executive as it is his view that through collaboration, any issues can be addressed with senior executive and the Board to help work through any operational and strategic elements identified as a concern by clinicians. Dr White considers this approach is more solution- focused and results driven.

Dr White spoke on the recent visit from the Chief Executive and Director Clinical Operations to help address concerns and appreciated this collaboration and engagement.

The CSP bed numbers were discussed at length with Dr White providing an overview of the current challenges with the surge in activity and the flow on effect this has with cancelling planned surgery. Dr White queried the disparity with bed numbers in the CSP in comparison to activity and the projected aged population growth over the next few years.

Dr White outlined the importance of building a hospital that is flexible and easy to upgrade and voiced his reasons for advocating on the reassessment of CSP bed numbers, future proofing and bridging funding/works. Mr Jones spoke of the potential delays in commencement of the redevelopment if we continued to disagree with the Ministry bed assessments. Mr Jones advised that he will meet with the Ministry and attempt to review the bed numbers and provide feedback to Dr White.

ACTION:

Mr Jones is to meet with the MOH regarding the proposed bed numbers in the Grafton Base Hospital Clinical Services Plan (CSP) and will provide feedback to Dr White.

Referring to the challenges with recruitment and locum costs, Dr White provided some examples of the recent difficulties across the valley. He provided an overview of the recruitment parallel process program that he wishes to commence soon with the Chief Executive's approval.

Dr White provided an overview of the current demand and sustainability of operating theatre provisions at GBH and the future projections for theatres in the CSP.

The Chair thanked Dr White for this time in presenting to the Board today.

10.00am – 10.30am Presentation on Patient Flow – Ms Lynne Weir, Director Clinical Operations and Ms Tamahra Manson, Acting Director, Mental Health, Alcohol and Other Drugs

The Board welcomed Ms Weir and Ms Manson to the meeting.

Ms Weir gave an overview of patient flow on a global scale and the challenges being faced by all health systems around the world.

Patient Flow Management elements include quality, care co-ordination, demand and capacity planning, demand escalation and governance. Ms Weir provided a brief overview on how each of these have an impact on patient flow.

The LHD patient flow issues include high demand in the ED and inpatient beds, workforce, delayed discharge due to aged care/disability and delays on elective surgery due to COVID and floods.

Mr Weir indicated patient flow strategies have a whole of LHD focus, including daily patient flow huddles, transfer co-ordination, 'Waiting for What' education and monitoring and how these can be used to reduce the impact on patient flow and address the issues accordingly.

Workforce challenges continue across the LHD and the strategies in place to help with this includes agency staff, bulk recruitment, support with accommodation, international recruitment, marketing strategies, MOH incentives policy and recovery FTE (full time equivalent).

Residential Aged Care placement daily huddles continue to help ensure patients waiting for placement are monitored accordingly.

Ms Manson provided an overview on the challenges across the District with mental health patient flow. These include workforce issues which resulted in bed closures, the increase in the number of patients presenting to ED with a mental health issue and medical clearance by the ED.

Overarching strategies are currently in place that includes a workforce culture strategy and an engaged and energised Senior Leadership Team.

Ms Manson spoke on the work underway and the avenues available for mental health patients to access help without the need to present to the ED. All mental health beds across the district are now open and have been for the last month. There has been a 50% decline in the number of patients staying in ED greater than 24 hours in last quarter compared to same quarter last year.

Transfer of Care has improved which has resulted in a reduction in overtime, staff with excess leave have been able to utilise this and less theatre cancellations.

A discussion followed on the issues with workforce concerns and often losing staff to Queensland. Ms Weir advised work continues around addressing these challenges.

Mr Jones responded to a query regarding the quinquennial appointments that are due soon, advising work is being progressed to address the concerns around some clinicians in Lismore who will not be renewing their contracts due to the impact of the floods.

The Board thanked Ms Weir and Ms Manson for their excellent presentation and the work undertaken to address these challenges across the LHD.

Board Development: Update by individual Board members

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 28 SEPTEMBER 2022 COMMENCING AT 8.50AM, EDUCATION ROOM, GRAFTON BASE HOSPITAL, GRAFTON.

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As an action from the NNSWLHD Board Development Plan, Mr Scott Monaghan and Mr Thomas George provided a brief overview on their professional background and the strengths they bring to the Board. Ms Hancock and Professor Nancarrow will provide their updates next meeting.