

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 Michael Carter (Acting Chair), Mr Scott Monaghan, Dr Andrew White, Mr Pat Grier, Dr Alasdair Arthur, Ms Carolyn Byrne, Mr Thomas George

Via Microsoft Teams:

Dr Cathy Adams

Apologies:

Mr Peter Carter (Chair), Professor Susan Nancarrow, Ms Naree Hancock, Dr John Griffin

In Attendance:

Ms Lynne Weir, Acting Chief Executive
Mr Ged May, Community Manager
Ms Liz Blake, Manager Chief Executive Unit
Ms Kate Greenwood, Board Secretariat

In Attendance for part of meeting:

Mr Brett Skinner, Director Finance
Ms Amanda St Clair, Patient Flow Manager Mental Health
Dr Chris Ingall, Lismore Base Hospital, Clinical Head of Department
Dr Anne Drinkwater, Emergency Department, LBH
Mr Tim Lawson, NNSWLHD Legal Counsel

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

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

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 26 April 2023 as circulated were **ENDORSED** as a true and accurate record:

Moved: Mr Scott Monaghan

Seconded: Ms Carolyn Byrne

CARRIED

2.3.2 Business Arising from the minutes:

2.3.2.1 Ms Weir to provide further information on the LHDs flexible work practices for nursing staff to the 28 June 2023 Board meeting.

The Board noted this will be provided to next month's meeting.

ACTION:

Ms Weir to provide further information on the LHDs flexible work practices for nursing staff to the 28 June 2023 Board meeting.

2.3.3 Other Matters Arising from the minutes

Nil for this meeting.

3. Matters for Decision

3.1 NNSWLHD Aboriginal Mental Health and Wellbeing Plan Implementation Plan

The NSW Aboriginal Mental Health and Wellbeing Strategy 2020-2025 was released in December 2020. NNSWLHD engaged a cultural consultant who facilitated the consultation process alongside the Mental Health team and the NNSWLHD implementation plan was developed.

A brief discussion followed on the information in the plan and Mr Monaghan indicated that the consultation process was conducted well. He acknowledged the excellent work of Ms Dee Robinson, Director, Mental Health, Alcohol and Other Drugs and Ms Kirsty Glanville, Director Aboriginal Health, two valuable team members of the LHD that work seamlessly with the Aboriginal and broader community well.

Mr Monaghan and Ms Weir provided an update on the work underway across respective organisations to increase the recruitment of aboriginal staff.

A query was raised regarding Priority 8, page 37 of the plan in relation to the missing KPI data in the Measure of Success column. Ms Weir advised she will follow up with Ms Robinson to have this amended.

The Board **APPROVED** the NNSWLHD Aboriginal Mental Health and Wellbeing Implementation Plan with the abovementioned amendment. A progress update will be provided in 12 months through Item 4.4 Board Strategic Priorities – Aboriginal Health.

Moved: Ms Carolyn Byrne

Seconded: Mr Thomas George

CARRIED

4. Board Strategic Priorities

4.1 Workforce and Culture – update provided at April 2023 Board meeting.

4.2 Patient Flow - update provided at April 2023 Board meeting.

4.3 Environmental Sustainability and Healthcare – the Board noted the Environmentally Sustainable Healthcare May update. The committee noted there is no specific mention of climate risk in the NNSWLHD Audit and Risk Charter. This matter will be discussed further at the next Audit and Risk committee meeting.

4.4 Aboriginal Health – please refer to Item 3.1

5. Matters for Discussion

5.1 Acting Chief Executive's Report

Ms Weir referred to the issues that were covered in the Chief Executive's report including:

5.1.1 Current and Significant Issues

- **Meetings** –
 - An overview was provided on the recent meeting with Ms Weir and Mr Ryan Park, Minister for Health and Minister for Regional Health.
 - An update was provided by Mr Richie Williamson MP, Member for Clarence on 24 May 2022.
- **Recruitment** – International nurse recruitment campaigns are progressing well. First nurse from January 2023 recruitment has commenced work in the LHD. Work is currently underway to support approximately 180 international nurses through the process to be eligible to work and live in NNSWLHD. Queensland Health has recently introduced an incentive scheme for interstate and international health professionals which could possibly impact the recruitment and retention of staff in NNSWLHD.
- **COVID** – The COVID risk rating remains at Yellow Status. COVID cases are currently increasing across the community with the number of staff furloughing increasing.
- **NNSWLHD Quarterly Performance** – NNSWLHD Quarterly Performance meeting was held on Tuesday 9 May 2023. The LHD Performance rating was moved to Level 2.
- **Accreditation** – Clarence Accreditation assessment against the National Safety and Quality Health Care Standards was conducted on 8-12 May 2023. The surveyors visited sites and services covered by the Clarence Accreditation contract, speaking to many staff and patients. A brief overview was provided on the outcome and the final summary was very positive with comments on the improvements made over the last 4 years.

5.1.2 Update on Strategic Issues

- **Strategic Priority: Building Workforce Capacity and Enhancing Capabilities**
An update was provided on the LHD Emerging Leaders Program for nursing, midwifery and allied health staff. The LHD also conducted an Aboriginal careers expo in Tweed on 2 May 2023.

5.1.3 Matters for Approval

- Nil for this meeting.

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during April 2023 NNSWLHD was 30.5% against a target of 50%(admitted).
- Elective Surgery overdue numbers for April 2023 were Category 1 – 0, Category 2 – 380, Category 3 – 620.
- Triage – NNSWLHD met triage Category 1 target, Category 2 April 2023 result was 78% with a target of 95% and Category 3 result was 73% against a target of 85%.
- Transfer of Care target for April 2023 was 90% with a result of 84%.

5.1.5 Security, Risk and Compliance Update

- Nil for this meeting.

5.1.6 Governance Update

- The Board noted the quarterly update on the NNSWLHD Service Agreement KPI's.
- An update was provided on the data query regarding the Quarterly Board Report at last

months Board meeting.

5.1.7 Digital Health Update

- An update was provided on Digital Health progress across the LHD.

5.1.8 Capital Works/Planning Projects

- An update was provided on the capital works and planning projects across the LHD.

5.1.9 Matters for Noting

- The Board noted the NNSWLHD Media Release regarding Emergency Departments during COVID.

5.1.10 Important Meetings/ Diary Commitments

- NNSWLHD Nursing and Midwifery Excellence Awards 1 June 2023.
- NNSWLHD Quality Awards 21 June 2023.
- Save the Date - 13 July 2023, all day workshop with ELT and Tier 3 Managers.
- Combined NNSWLHD and PHN Board meeting 26 July 2023 with guest speak Tracey Johnson, CEO Inala Primary Care.

5.1.11 Questions for the Chief Executive without Notice

- Tweed Valley Hospital construction completion was discussed. Ms Weir provided an update on recent meetings with various stakeholders regarding this and the Board will be kept informed on this matter moving forward.
- Responding to a query, Ms Weir provided an update on the Performance Appraisal Tool (PAT) used across all of NSW Health.
- Ms Weir provided an update on the work underway across the LHD to help secure accommodation for staff.

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

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

5.2.1 Health Care Quality Committee (HCQC) – 9 May 2023.

Dr White provided a brief update on the HCQC meeting advising the presentation of Mo's Journey in the May meeting was very well received.

An update was provided on the Voluntary Assisted Dying program and the Board noted this presentation will be provided at the 28 June Board meeting.

The Board **ENDORSED** the amendment to the HCQC Terms of Reference to include Ms Kristy Glanville, Director Aboriginal Health .

Moved: Mr Thomas George

Seconded: Mr Scott Monaghan

CARRIED

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 17 May 2023.

Mr Michael Carter provided an overview of the F&PC minutes, referring to the lengthy update provided earlier in the meeting by Mr Skinner.

Mr George spoke of the excellent work of Mr Skinner, the Finance team and Ms Weir in navigating the LHD through these challenging financial times. Ms Weir advised she will pass on the Board gratitude and acknowledgment and will also reiterate this at the next ELT.

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 11 May 2023.

Dr Arthur provided a brief overview of the recent resignations and appointments across the LHD.

The committee noted the resignation of Dr Brian Witt, VMO General Practitioner, Lismore has resigned after being at the LHD since 1987. A letter of thanks will be sent on behalf of the Board.

The Board noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee Special Finance (ARC) – 20 April 2023.

The Board noted the draft ARC minutes. Ms Weir advised this was the first meeting held with the two new Independent Members, Mr John Culleton and Mr Richard Jones.

The Board noted the NNSWLHD Audit and Risk Committee Report to the Board 2022 from Mr Mark McCoy.

5.2.4(a) Audit and Risk Committee Special Finance (ARC) – 20 April 2023.

The Board noted the draft ARC Special Finance minutes.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC)

Ms Adams provided a brief update on the recent CPCEC Review Committee meeting. Work continues around fine tuning the purpose of the committee and another meeting will be held in July.

5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 5 June 2023.

The Board noted the next CPAC meeting will be held 5 June 2023.

5.2.7 Research and Innovation Committee (RIC) – next meeting 7 June 2023.

The Board noted the next RIC meeting will be held 7 June 2023.

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 Chair's Calendar

The Board noted the Chair's Calendar.

6.3.2 Updated Board Calendar

The Board noted the updated Board Calendar.

6.4 Other matters for noting

Nil for this meeting.

6.5 Business without notice

- Nil for this meeting.

7. Meeting Finalisation

Mr Grier provided a critique of the meeting.

7.1 Next Meeting

28 June 2023

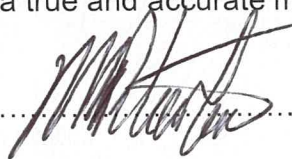
Crawford House, Lismore

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.45pm

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

Signed



Date

26/7/23

Mr Michael Carter

Acting Chair

Northern NSW Local Health District Board

9am-9.05am Mr Brett Skinner, Director Finance to provide financial update

Mr Skinner provided a brief overview of the Districts current financial status.

At the latest Quarterly Performance meeting, the District was moved to a Level 2 rating. Significant discussions have occurred with the Ministry of Health (MOH) Finance Branch regarding the financial performance. Mr Skinner outlined the current process of Quarterly meetings.

Budget and Service Agreements are not due to be finalised until September this year, however there is no growth anticipated in the 23/24 financial year budget. Efficiency Improvement Plans (EIP's) have been developed to identify any savings across the District for next financial year.

Nurse agency costs are under review and work continues to renegotiate the contract terms. Approximately 180 overseas nurses are being supported through the Visa and recruitment process.

Activity levels across the District were discussed at length and the importance of ensuring coding is accurate and up to date and it was noted a coding audit is being undertaken.

A lengthy discussion followed on the multiple challenges including accommodation for staff, agency costs and the staffing of the Tweed Valley Hospital with strategies and approaches in place to monitor this moving forward.

The Acting Chair thanked Mr Skinner for his time to present to the meeting today and acknowledged his excellent work during these challenging times.

**9.30am – 10.15am Patient Story – Mo’s Journey, Ms Amanda St Clair, Patient Flow Manager
Mental Health**

Ms St Clair provided a brief overview on her presentation today. Mo’s Story is about amazing humans working together, transforming lives. Mo is a young man who lives with autism, intellectual disability, epilepsy and anxiety. Mo was a resident of Ballina up until November 2022 and is now a resident of a Care Group home in Campbelltown.

An overview was provided on Mo’s journey of deteriorating health and increased aggression, requiring one on one security special 24 hours per day.

The large number of stakeholders would have daily TEAMS meetings to ensure that all barriers were discussed in the planning to transfer Mo to a group home in Campbelltown.

A lengthy video of Mo’s mother Jacquie was shown that outlined Mo’s stay in Lismore Base Hospital, his health journey and the settling into his new home. Jacquie spoke highly of all stakeholders and thanked everyone for their care and compassion in ensuring Mo’s wellbeing was a priority at all times. Jacquie also spoke of the amazing resilience of Mo and acknowledged his strength to come through such a difficult journey so well.

A quote from Jacquie was read “We are forever grateful to EVERYONE who was involved in this major life-changing event in Mo’s life and all this was achieved in 72 days!!! It is possible!”

Mo has settled into his new home and multiple pictures were shown of him at the gym, involved in outdoor activities and doing his own washing.

Ms Weir advised Mo’s presentation was shown at NSW Health Human Experience Week recently in Sydney and was well received.

The Board thanked Ms St Clair for her presentation today. They acknowledged it was a fantastic story and asked her to pass on the Board thanks to the amazing team.

11.30am – 12pm Mr Tim Lawson, Legal Counsel, Corporate Services

Mr Lawson provided an overview of GIPA (Government Information (Public Access) Act 2009) and how it applies to NNSWLHD Board members and staff. For the purposes of GIPA, the Board is regarded as part of the NNSWLHD.

Referring to the presentation, Mr Lawson spoke on the objective of the GIPA Act, what information is in the scope of the Act, what information is excluded and how access applications are made.

Responding to a query regarding Board members being approached by staff or consumers, Mr Lawson explained to the Board the best practice in these situations.

The Board thanked Mr Lawson for attending the meeting today.

12pm – 12.30pm Dr Chris Ingall, Lismore Base Hospital Clinical Head of Department and Ms Anne Drinkwater, Director of LBH Emergency Department

The Board welcomed Dr Ingall and Ms Drinkwater to the meeting.

Reiterating some points from the presentation to the Board in November 2022, Dr Ingall spoke again on the advantages of streaming which will capture service provisions by doctors and the streamlining of recruitment of doctors to limit locum costs. He spoke on the Organisational Chart of North Sydney LHD.

Dr Ingall spoke on the challenges he has experienced with staffing levels and services across LBH especially in relation to radiology, gastroenterology and hepatology.

Dr Ingall believes there should be a concept of 'doctor engagement'. Doctors are keen to 'skill-up' so they can work with management in enabling this change towards a Streaming model.

Ms Weir provided an update on the various discussions and strategies underway across the LHD to proceed further with the best model for streaming, the benefits of streaming were discussed. Mr Grier queried what Dr Ingall felt were the 'hold-ups/blockages' around action for his discussion points today. A lengthy discussion followed, and it was agreed for Ms Weir to provide a report back to the next board meeting.

ACTION:

Ms Weir to provide an update report on the steps taken to progress Dr Ingall and Dr Drinkwater feedback/queries to the 26 July 2023 Board meeting.

The Board thanked Dr Ingall and Ms Drinkwater for attending the meeting today and presenting to them.