

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 30 AUGUST 2023 COMMENCING AT 9.00AM GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, LISMORE.**

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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 held to discuss the budget matters across the LHD.

**2.1 PRESENT AND APOLOGIES:**

Mr Peter Carter (Chair), Professor Susan Nancarrow, Mr Michael Carter, Mr Scott Monaghan, Dr Andrew White, Mr Pat Grier, Mr Thomas George, Dr Cathy Adams, Ms Naree Hancock, Dr Alasdair Arthur

**Microsoft Teams:** Ms Carolyn Byrne

**Apologies:** Dr John Griffin

**In Attendance:**

Ms Tracey Maisey, Chief Executive  
Ms Lynne Weir, Director Clinical Operations  
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

**2.2 Declaration of Pecuniary and/or Conflicts of Interest:**

No new declarations of pecuniary and/or conflicts of interest were declared.

**2.3 Previous Minutes:**

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

**Moved:** Mr Pat Grier

**Seconded:** Ms Naree Hancock

**CARRIED**

**2.3.2 Business Arising from the minutes:**

**2.3.2.1 Ms Weir to provide an update report on the steps taken to progress Dr Ingall and Dr Drinkwater's feedback/queries to the 30 August 2023 Board meeting.**

Ms Weir advised she has recently met with Dr Drinkwater and Dr Richard Buss, Director Workforce, had met with Dr Ingall. Work is progressing with the Heads of Department and the review of Models of Care in regard to streaming services will form part of the discussion to incorporate the matters Dr Ingall and Drinkwater raised in a previous Board meeting.

**2.3.2.2 Ms Weir to provide an update on flexible rostering to the 29 November 2023 Board meeting.**

The Board noted Ms Maisey will provide this update as the new Chief Executive.

**Action:**

**Ms Maisey to provide an update on flexible rostering to the 29 November 2023 Board meeting.**

**2.3.2.1 Prof. Nancarrow will organise a meeting with Mr Michael Carter, Dr Andrew White and Mr Peter Carter to discuss outcome reporting and report back to the August 2023 Board meeting.**

Professor Nancarrow provided an update on her recent meeting with the Chair, Dr Andrew White, and Mr Michael Carter. While the Board receives large amounts of information and data, it was not clear that this was necessarily the correct kind of information to ensure the Board was able to make the best and most appropriate decisions.

Discussion followed on the possibility of holding a Board/ELT workshop in the first quarter of 2024 to review current processes, identify new systems and determine the most effective means of understanding and accessing information to ensure high quality and appropriate decision making at Board level.

It was agreed that the Chair, Deputy Chair, Chief Executive, Dr White, Mr Michael Carter and nominated ELT members meet to discuss the Terms of Reference of the workshop.

**Action:**

**A Board/ELT workshop to be organised for the first quarter of 2024 to discuss reporting systems and processes with the facilitator to be confirmed.**

**2.1.1 Other Matters Arising from the minutes**

Nil for this meeting.

**3. Matters for Decision**

**3.1 Workforce Engagement Framework and Quarterly Board Report**

Ms Weir provided an update of the information in the brief providing an overview of the work undertaken on the framework to ensure engagement occurs across the entire workforce.

It was suggested the Board endorse the final framework in principle which would then be distributed for consultation across the LHD for further comments. The final version would then be completed following this process.

Dr Adams mentioned the excellent work undertaken by the Planning Team and the Clinical Planning and Clinician Engagement Committee, that acted as a steering committee for the establishment of the framework. She referred to some of the concerns raised in the meetings about the reach and applicability of the framework to everybody. Dr Adams spoke of the importance of being able to measure the success of the framework once it is implemented.

Discussions followed on its implementation, how the workforce will engage with it and the template for quarterly reporting processes to the Board via the Executive Leadership Team (ELT).

It was agreed that work needs to be considered on whether this will meet the concerns across a broad range of professional groups. The LHD workforce is not homogenous. It incorporates different components and roles which engender different concerns. The Workforce Engagement Plan needs to reflect these differences in its approach to engagement.

The Chief Executive advised she will formally write to the Medical Staff Councils, Clinical Councils, Union representatives and District Nursing Executive requesting formal feedback regarding the Workforce Engagement Plan.

The Board **ENDORSED** the final draft NNSWLHD Workforce Engagement Framework in principle referencing abovementioned considerations and agreed it can be distributed to staff for wider consultation.

The Board **ENDORSED** the proposed reporting template and process for providing quarterly workforce engagement updates through the ELT to the Board.

### **3.2 Corporate Governance Attestation Statement 2022-23**

The Board **ENDORSED** The Corporate Governance Attestation Statement 2022-2023.

## **4. Board Strategic Priorities**

**4.1 Workforce and Culture** – nil for this meeting.

**4.2 Patient Flow** – nil for this meeting.

**4.3 Environmental Sustainability and Healthcare** – the Board noted the information in the ESH papers in particular that the revised top ten risk register which will be submitted to the Board for approval will contain the health impacts of climate change. Climate Risk will also be incorporated into all of the business as usual activities of the LHD.

**4.4 Aboriginal Health** – please refer CE report.

## **5. Matters for Discussion**

### **5.1 Chief Executive's Report**

The Board noted that as Ms Maisey had only commenced as CE of the LHD on 14 August 2023, Ms Weir would speak to the CE report. Ms Weir referred to the issues that were covered in the Chief Executive's report including:

#### **5.1.1 Current and Significant Issues**

- **Ministry of Health Visit** – a further update was provided on the visit from Mr Matthew Daly, Deputy Secretary, System Sustainability and Performance and Mr Justin English, Acting Director Program Management Office, System Performance Support.
- **Recruitment**
  - Career Expo held at Kingscliff on 12 August saw 550 people in attendance with many indicating they were actively seeking employment across a range of employment services with 470 registrations of interest. Most candidates were interested in opportunities at The Tweed Hospital and

Tweed Valley Hospital.

- International nurse recruitment campaigns are progressing well with 41 Visa applications submitted and 21 Visa's approved.

- **COVID / Influenza/Respiratory Disease** – The COVID risk rating is now at Foundational Level. A review is underway on visiting hours across the District. The LHD has seen a reduction in admissions for Influenza and other respiratory diseases.
- **Online Staff Forum** held Tuesday 29 August 2023 with new Chief Executive with over 400 connections likely representing 600+ staff.

#### **5.1.2 Update on Strategic Issues**

- **Strategic Priority: Empowering Aboriginal Health: NNSWLHD 2023 Aboriginal Health Dashboard** – The Board noted the information in the brief.

#### **5.1.3 Matters for Approval**

- Nil for this meeting.

#### **5.1.4 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during July 2023 NNSWLHD was 28.8% against a target of 50%(admitted).
- Elective Surgery Access Performance during July 2023 was Category 1 95% against a target of 100%, Category 2 67% against a target of 97% and Category 3 73% against a target of 97%.
- Elective Surgery overdue numbers for July 2023 were Category 1 – 5, Category 2 – 348, Category 3 – 482. Plans are in place to substantially improve this over the next four months.
- Triage – NNSWLHD met triage Category 1 target, Category 2 July 2023 result was 79% with a target of 95% and Category 3 result was 76% against a target of 85%.
- Transfer of Care target for July 2023 was 90% with a result of 78%.

#### **5.1.5 Security, Risk and Compliance Update**

- Nil for this meeting.

#### **5.1.6 Governance Update**

- **Quarterly Board Report – January to March 2023** – the Board noted this report.
- **NNSWLHD Service Agreement Key Performance Indicators Quarterly Report** – the Board noted the report.

#### **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**

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- The Board noted the letter from Mr Matthew Daly to the Board Chair regarding NNSWLHDs Transfer of Care, furloughed staff, National Disability Insurance Scheme (NDIS) and Residential Aged Care Facility (RACF).

**5.1.10 Important Meetings/ Diary Commitments**

- Combined NNSWLHD and Healthy North Coast, Primary Health Network Board meeting to be held on 25 October 2023, with guest speaker Ms Tracey Johnson, CEO Inala Primary Care.

Ms Maisey provided an overview on her first two weeks as CE of the District, referring to the ELT Five Strategic Priorities:

- Considerable work has been undertaken around recruitment and cost management and the importance of also focussing on retention.
- Wellbeing of staff is critical, and the CE has been briefed on data regarding aggression and violence towards staff. This will be monitored closely moving forward.
- Update provided on Safety and Quality briefings.
- Update on Time to Care survey which is a state-wide initiative with numerous people participating across the District. The survey focused on some of the 'front-line frustrations' that can take time away from caring for patients. The report will be forward to the Board for their information. Following an Expression of Interest, a District-wide working group will progress work on strategies to implement the feedback from the survey. The group will be co-chaired by Ms Katharine Duffy, Director Nursing and Mid-wifery and Dr Tim Williams, Executive Director Medical Services.
- Recent visit to two of the Aboriginal Medical Services in the LHD footprint. Met with an engaged group of people and Ms Maisey looks forward to working with the AMSs.
- Recent meeting with Ms Monika Wheeler, Chief Executive Primary Health Network. Ms Maisey looks forward to continue with the working partnership between the LHD and PHN.
- Great group of staff and has felt very welcome across the District and at Ministry of Health level.
- Ms Maisey responded to a query regarding her observations and differences she has noticed in the health system from a fresh perspective.

**5.1.11 Questions for the Chief Executive without Notice**

- Referring to the Quarterly Report on Key Performance Indicators, Ms Weir provided an update on the reporting structures for Hospital Acquired Complications across the District, with particular attention on Grafton.

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) – 8 August 2023**

Mr Peter Carter provided an overview of the recent HCQC meeting.

In line with the Chief Executive's comments, Mr Peter Carter advised the committee has reviewed aggressive and violent behaviour towards staff and will continue to

monitor this.

The Board noted the resignation of Mr George Thompson, Community Member from Health Care Quality Committee and agreed to write him a letter of thanks.

**Action:**

**A letter of thanks to be drafted for the Board Chair's signature to acknowledge and thank Mr George Thompson's contribution to the HCQC.**

The Board noted the unconfirmed HCQC minutes.

**5.2.2 Finance and Performance Committee (F&PC) – 23 August 2023**

Mr Michael Carter provided a brief overview of the FPC minutes noting this was covered in the update by Mr Brett Skinner, Director Finance.

The Board noted the unconfirmed F&PC minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 10 August 2023.**

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

The Board noted the unconfirmed MDAAC minutes.

**5.2.4 Audit and Risk Committee Special Finance (ARC) – 14 July 2023.**

The Board noted the unconfirmed ARC minutes.

**5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – next meeting 12 September 2023**

The Board noted the next CPCEC meeting will be held 12 September 2023.

**5.2.6 Community Partnership Advisory Council (CPAC) – 7 August 2023.**

Mr Monaghan advised that the CPAC meeting is a well-received and informative meeting amongst community representatives with great participation and value for members.

Mr May provided an overview of the recent CPAC meeting advising that the committee received a presentation on the Emergency Care Assessment and Treatment Project and it was agreed to invite the guest speaker to present to a future board meeting.

**Action:**

**Ms Karen Winkler, Emergency Care Assessment and Treatment Project Co-ordinator to present to a future Board meeting.**

With the agreement of the Board Chair, Ms Suzanne Carey has been appointed as the new CPAC Chair for the next 12 months. Mr Chris Binge has also been appointed as a new CPAC member.

Health Consumer Training for community representatives is being rolled-out across the three valleys at present and has been very successful.

The Board noted the unconfirmed minutes.

**5.2.7 Research and Innovation Committee (RIC) – 2 August 2023.**

Professor Nancarrow provided an overview of the RIC meeting. She advised that funding matters had been discussed with the Chief Executive and are under review.

It was agreed that the Research Team present to a future Board meeting.

**Action:**

**The NNSWLHD Research Team to be invited to provide a presentation update on the progression of work within their Directorate to a future Board meeting.**

The Board noted the unconfirmed RIC minutes.

**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**

- The Chair provided an update on the recent announcement of a proposed new St Vincent's Private Hospital opposite the Lismore Base Hospital. Ms Maisey indicated that she will provide further updates to the Board as needed.

**6.5 Business without notice**

- A brief discussion followed on the importance of rounding at various sites across the LHD. The Chair will communicate with Board members to organise small groups to visit various sites.
- The Board acknowledged and thanked Ms Weir for her commitment and dedication shown in the Acting Chief Executive role for a period of 18 months in total over the last 3 years. Ms Weir has navigated the LHD through some of the most challenging times the health system has faced and did so with leadership, clear communication and tenacity.  
The Board wished Ms Weir well as she returns to her substantive role as the Director Clinical Operations.

**7. Meeting Finalisation**

**7.1 Next Meeting**

27 September 2023


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Grafton Base Hospital

**7.2 Meeting closed**

Mr Monaghan provided a critique of the meeting and there being no further official business, the Chair declared the meeting closed at 12.14pm.

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

Signed  .....

Date 27 September 2023 .....

Mr Peter Carter Chair  
Northern NSW Local Health District Board