

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 29 AUGUST 2018 IN EDUCATION CENTRE, BALLINA DISTRICT HOSPITAL, CHERRY STREET, BALLINA, COMMENCING AT 12.00PM.

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The Chair paid his respects to Aboriginal Elders, past and present, as the traditional owners of the land, being the Bundjalung Nation and thanked them for their custodianship of the land.

1. In-camera Session

No In-camera session was required.

2.1 PRESENT AND APOLOGIES:

Dr Brian Pezzutti, Mr David Frazer, Mr Mark Humphries, Dr Joe Ogg, Dr Allan Tyson, Ms Carolyn Byrne, Dr John Moran, Ms Deb Monaghan, Mr Michael Carter, Mr Pat Grier, Dr John Griffin

In Attendance:

Ms Lynne Weir, Acting Chief Executive
Ms Pam Mitchell, Acting Director Clinical Governance
Dr Richard Buss, Director Workforce
Mr Matt Long, Acting Director Clinical Operations
Ms Lynn Hopkinson, Director Corporate Services
Mr Brett Skinner, Director Finance
Ms Vicki Rose, Director Integrated Care and Allied Health
Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health
Ms Deidre Robinson, General Manager Mental Health, Drug and Alcohol
Ms Jenny Cleaver (Secretariat)
Ms Kate Greenwood (Secretariat)
Ms Corinne Martin (Acting Community Engagement Manager)

Via Teleconference:

Professor Susan Nancarrow

Apologies:

Mr Wayne Jones (Chief Executive), Dr David Hutton (Director Clinical Governance)
Ms Lynn Hopkinson (Acting Director Corporate Services)

2.2 Declaration of Pecuniary and/or Conflicts of Interest

Dr Joe Ogg declared a potential conflict of interest as Sub Dean Bond University and Dr John Moran, Sub Dean University of Wollongong.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 25 July 2018 as circulated were ENDORSED as a true and accurate record of the meeting.

Moved: Mr David Frazer
Seconded: Mr Mark Humphries
CARRIED

2.3.2 Business Arising from the Minutes:

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2.3.2.1 Mr Jones is to submit a brief on a pilot program for Models of Care for the management of aged care beds in NSW LHD acute facilities to a future Board meeting.

This will be submitted to a future Board meeting.

ACTION:

Mr Jones is to submit a brief on a pilot program for Models of Care for the management of aged care beds in NSW LHD acute facilities to a future Board meeting.

2.3.2.2 Mr Jones is to provide further advice on whether all GP's should receive Admission Discharge Notifications for all patients in their care to the 29 August 2018 Board Meeting.

Ms Rose reported that a meeting is scheduled with Mr Brad Astill, Executive Director NSW Health, Health System Support Group to further discuss Admission Discharge Notifications and a report will be provided to the 26 September 2018 Board Meeting.

ACTION:

Ms Weir Acting Chief Executive, is to provide further advice on whether all GP's should receive Admission Discharge Notifications for all patients in their care to the 26 September 2018 Board Meeting.

2.3.2.3 Mr Jones to contact the NOUS Group and confirm the program and timeframes for the Governance Workshop on 30 October 2018 ensuring it includes separate components for the Board and Executive.

The Chair welcomed Mr Steve Teulen, from The NOUS Group who was attending the meeting as an observer.

The Board ENDORSED the recommendations contained in the brief.

2.3.2.4 Mr Jones to provide a report concerning falls with the percentage of bed days per age group to the 29 August 2018 Board meeting for consideration.

Ms Mitchell, Acting Director of Clinical Governance spoke to the information contained in the brief. Discussion also ensued around the number of bed days occupied by patients over 70 compared to other LHD's.

Following a lengthy discussion, it was agreed for Ms Mitchell and Ms Weir will contact the Clinical Excellence Commission to request a review of the bed day data available in the Quality Improvement Data System (QIDS).

ACTION:

Ms Weir, Acting Chief Executive to provide a report outlining the number of bed days occupied by patients per age group to the 26 September Board 2018 meeting.

Ms Duffy, Director Nursing, Midwifery and Aboriginal Health reassured the Board that the policy is that all patients are risk assessed for falls irrespective of their age and appropriate

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interventions are implemented depending on the risks. Ms Weir noted that an Inpatient Falls Co-ordinator is to be appointed and an audit is currently underway across the LHD.

ACTION:

Ms Weir, Acting Chief Executive is to provide a report outlining the falls audit work currently underway to the 26 September 2018 Board meeting.

2.3.2.5 Mr Jones to request Ms Deidre Robinson, Manager Mental Health Drug and Alcohol Stream Services to prepare a brief on the vacancy rate of Mental Health workforce within the Clarence Network and the strategies going forward to the 29 August 2018 Board Meeting.

Ms Robinson spoke to the information contained in the brief confirming that the Community Mental Health Service in Grafton has a total of 29 FTE with a current vacancy of 8 FTE.

Discussion followed around the concerns of attracting and retaining workforce in Grafton and also across the LHD.

The Board also discussed the potential impact of recruiting staff for the LHD with the commencement of recruitment at the new Grafton jail. Ms Weir to explore any potential to undertake a joint recruitment process with Justice Health.

The Board approved the recommendations in the brief.

2.3.2.6 Mr Jones is to provide a brief that outlines the steps to be undertaken to expand the discharge summaries work and report back to the 26 September 2018 Board meeting.

This will be submitted to the 26 September 2018 Board meeting.

ACTION:

Ms Weir, Acting Chief Executive is to provide a brief that outlines the steps to be undertaken to expand the discharge summaries work and report back to the 26 September 2018 Board meeting.

2.3.2.7 Mr Jones to provide an update on the progression of receiving relevant and appropriate information regarding patterns of various WorkCover injuries to the 29 August 2018 Board meeting.

The Board noted the information contained in the brief outlining the 2018/19 Relationship Management Plan between NSW Health and Insurance for NSW.

The Board requested that it receive an update report at the 28 November 2018 Board meeting.

ACTION:

The Board requested an update report on the Relationship Management Plan

between NSW Health and Insurance to the 28 November 2018 Board meeting.

- 2.3.2.8 Mr Jones to prepare a detailed brief outlining the amount of properties the LHD leases for corporate and clinical services and the financial cost and report back to the 31 October 2018 Board Meeting.**

This will be submitted to the 31 October 2018 Board meeting.

ACTION:

Mr Jones is to submit a detailed brief outlining the amount of properties the LHD leases for corporate and clinical services and the financial cost and report back to the 31 October 2018 Board meeting.

- 2.3.2.9 The Board Chair will speak with Ms Elizabeth Koff, Secretary NSW Health outlining concerns on the ability to source and retain quality Director of Medical Service applicants across the LHD which is impacted by significant wage disparities between NSW and Queensland.**

The Chair reported that he contacted Ms Koff, Secretary NSW Health regarding this concern. Ms Koff advised that she will look into this issue and provide a response in due course.

- 2.3.2.10 An item to be included on the agenda of the Combined NNSW LHD and NCPHN Board Meeting on 29 August 2018 regarding the impact on the public health system by the overcharging of private specialist fees.**

The item has been placed on the agenda for the rescheduled combined NNSW LHD and NCPHN Board Meeting on 31 October 2018.

- 2.3.2.11 Mr Jones to provide a brief with comparative information on the number and management of complaints from other LHDs compared to NNSW LHD to the 26 September 2018 Board meeting.**

This will be submitted to the 26 September 2018 Board meeting.

ACTION:

Ms Weir, Acting Chief Executive to provide a brief with comparative information on the number and management of complaints from other LHDs compared to NNSW LHD to the 26 September 2018 Board meeting.

- 2.3.2.12 Ms Fiona Baker, Media Manager to include a good news story in the Board Chair's column in the next edition of Northern Exposure on the outstanding results from the Between the Flags Prevalence audit.**

This article was included in the August edition of Northern Exposure.

- 2.3.2.13 Mr Jones is to provide a brief outlining what processes are in place to ensure RCA long term recommendations are being implemented across the LHD and provide a report back to the 28 November 2018 Board Meeting.**

This item will be submitted to the 28 November 2018 Board meeting.

ACTION:

Mr Jones is to provide a brief outlining what processes are in place to ensure RCA long term recommendations are being implemented across the LHD and provide a report back to the 28 November 2018 Board Meeting.

2.3.2.14 Mr Jones is to provide a brief on the areas across the LHD that are difficult to recruit to and why staff leave the organisation using feedback from the exit interviews to the 26 September 2018 Board Meeting.

This item will be submitted to the 26 September 2018 Board meeting.

ACTION:

Ms Weir, Acting Chief Executive is to provide a brief on the areas across the LHD that are difficult to recruit to and why staff leave the organisation using feedback from the exit interviews to the 26 September 2018 Board Meeting.

2.3.3 Other Matters Arising from the Minutes

2.3.2.2 The Chair noted the results of the evaluation of the Winter Strategy currently being undertaken by The George Institute will be provided via the Chief Executive Report when available.

2.3.2.4 Following discussion on the cost of whooping cough immunisation, the Board moved an action to correspond with Ms Elizabeth Koff, Secretary NSW Health and Ms Julie Sturgess Chief Executive the North Coast Primary Health Network (NCPHN) seeking advice on additional strategies to improve vaccination rates.

Moved: Mr David Frazer

Seconded: Dr Allan Tyson

CARRIED

ACTION:

The Board to correspond with Ms Elizabeth Koff, Secretary NSW Health and the NCPHN regarding what other measures could be undertaken to improve whooping cough immunisation rates.

3. Matters for Decision

3.1 Corporate Governance NNSW LHD 2017-18 Attestation Statement

The Board queried whether ethics education is part is of the LHD's learning and development strategy as indicated on page 5 of the Attestation Statement.

The Board agreed that Ms Weir and Dr Buss further assess how the LHD is incorporating this and that the statement should be amended as required following clarification.

The Board **ENDORSED** the Corporate Governance NNSW LHD 2017-18 Attestation Statement following clarification of how ethics education is undertaken.

Moved: Dr Allan Tyson
Seconded: Mr David Frazer
CARRIED

4. Chairman's Update

4.1 Chairman's Calendar

The Board noted the changes to the Chairman's Calendar.

5. Matters for Discussion

5.1 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

- Clinician Engagement
- Death of a patient at Byron Central Hospital
- Ministry of Health Performance Update Meeting – Ms Susan Pearce, Deputy Secretary thanked the Board and Executive for providing strong and effective leadership and the NNSW LHD remained on performance level 0.
- QLD & NNSW Regional Health Collaborative

5.1.2 Update on Strategic Issues

- People Matter Survey – The Ministry of Health has recognised the recent efforts of the NNSW LHD survey results. Formal survey responses will be released in early September 2018 with a detailed brief being provided to the 26 September Board meeting and a LHD Action Plan to be submitted to the 28 November 2018 Board meeting.

ACTION:

Ms Weir is to provide a brief outlining the summary of results across the LHD of the People Matter Survey to the 26 September 2018 Board meeting.

5.1.3 Update on Strategic Plan Implementation

Nil for this meeting.

5.1.4 Matters for Approval

Nil for this meeting.

5.1.5 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during July 2018 was 78% against the target of 81%.
- Elective Surgery Access Performance - During July 2018, Category 2 & 3 targets were not met. The results were as follows: Category 1, 100% against a target of 100%, Category 2, 95% against a target of 97%. Category 3 was 96% against a target of 97%.
- NNSW LHD met all Triage targets. All Triage categories were equal to or greater than the July 2017 results.
- Transfer of Care result for July 2018 was 88% against a target of 90%.

5.1.6 Risk and Compliance Update

Nil for this meeting

5.1.7 Governance Update

Nil for this meeting

5.1.8 Capital Works/Planning Projects

- Evans Head HealthOne
- Tweed Valley Hospital (TVH) – Ms Weir is to circulate a copy of the Tweed Valley Hospital Master Plan. A presentation on the TVH Master Plan by Mr Peter Lawless, Senior Project Director Health Infrastructure is to be made to the 26 September 2018 Board meeting.
- Asset Strategic Plan

5.1.9 Matters for Noting

- Leading Better Value Care - MOH facilitated a roadshow/listening tour on 20 August 2018 to explore how LHD's are implementing the various LBVC Tranche 1 and 2 projects.
- New Deputy-Secretary, Chief Financial Officer NSW Health – Mr Daniel Hunt has been appointed and will commence on 3 September 2018.
- Community Engagement Manager - Mr Ged May has been appointed as the permanent Community Engagement Manager, commencing on the 24 September 2018.
- New Board Chairs for Ambulance and HealthShare NSW – Mr Greg Mullin AO has been appointed as the Chair, Ambulance Service Advisory Board.
Mr John Roach PSM has been appointed as the Chair, HealthShare NSW Board.

5.1.10 Important Meetings/ Diary Commitments

- NNSW LHD Annual General Meeting has been scheduled for 12 December 2018.
- The NNSW LHD Consumer Engagement Conference has been scheduled for 22 November 2018.

5.1.11 Questions for the Chief Executive without Notice

- Ms Weir responded to a query informing the first rollout for eMEDS will be the LBH on 3 October 2018. Education has commenced around this process and feedback on the rollout process has been positive.
- The Board noted the official complaint made to NBN TV concerning misleading content of a news bulletin aired on the 14 August 2018.
- General discussion followed around waiting time figures in the Surgical Dashboard.

ACTION:

Ms Weir, Acting Chief Executive to provide information on the breakdown of various locations and surgical wait times across the LHD in the 26 September 2018 Chief Executive Report.

- The Chair raised concern around the Selected Performance Indicators Report being difficult to read and has asked Ms Weir to write to Ms Susan Pearce, Deputy Secretary System

Purchasing and Performance to express his views.

ACTION:

Ms Weir to write to Ms Susan Pearce, Deputy Secretary System Purchasing and Performance to express the Chair's concern on the difficulty in reading the Selected Performance Indicators report.

- A concern was raised in relation to private health insurance and some patients not being admitted as private patients. Ms Weir indicated she will look in to this matter.

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

5.2 Committee Minutes (discussed on exception basis otherwise noted)

5.2.1 Health Care Quality Committee (HCQC) – 14 August 2018

Dr Ogg, Chair, provided a verbal report of the HCQC Meeting held on 14 August 2018.

Dr Ogg reported issues raised included staff shortages in Oral Maxillofacial and ENT Surgeons and the wait time for dentures in Northern NSW. General discussion followed around the high cost involved and the possibility of sourcing a contractor to alleviate the issue of wait times in the short term.

ACTION:

Ms Weir, Acting Chief Executive to provide information in the September 2018 Chief Executive Report on the wait times and cost involved for patients needing dentures across the LHD.

Following discussion on the importance of implementation of RCA recommendations reported to the Board. Dr Ogg informed that in line with a previous request a brief will be provided to the 28 November 2018 Board meeting.

The Board agreed that RCA reports should be a standing item on the HCQC agenda.

The CEC is currently undertaking a review of incident management and RCA methodology. The effectiveness of RCA recommendations is being considered as part of the review. The review is not expected to be concluded until late 2018 at the earliest.

The Board noted the HCQC Meeting Minutes of 14 August 2018.

5.2.2 Finance and Performance Committee (F&PC) – 22 August 2018.

Mr Humphries provided a verbal report of the F&PC meeting held 22 August 2018.

Mr Humphries informed that the LHD is continuing to manage expenses well. However, July results are subject to change due to the refinement of budgets and cash-flows when Business Managers complete their budget work.

It was noted that the LHD's final result for Own Source Revenue for 2017/18 was an unfavourable result of \$5.78M. The Finance Department has assessed the 2018/19 potential revenue problems as \$8-9M U. The MOH has commenced its review of Revenue allocations by District and the outcome of this review will be reported when available.

Pavilion engagement has been extended to 30 June 2018 given coding performance and concerns around recruitment to these positions. Mr Skinner informed the Board that a Coding Educator has been recruited with the anticipation of this role to relief some of Pavilion's workload.

ACTION:

Ms Weir Acting Chief Executive to provide a summary report on the coding improvements in Emergency Departments at GBH, LBH and TTH in the 26 September 2018 Chief Executive report.

The Chair asked to receive a brief outlining equity of funding in acute and community based services across the LHD.

ACTION:

Mr Jones to provide a brief on providing equity across the LHD in hospital care and community based services to the 31 October 2018 Board meeting.

The Board noted the F&PC Meeting Minutes of 22 August 2018.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee –9 August 2018.

Dr Tyson provided a verbal report of the MDAAC meeting held on the 9 August 2018.

There has been difficulty in recruiting an ENT Surgeon. Medical vacancies in Grafton are now also being advertised in the Medical Journal.

The five-year quinquennium re-appointments process is now complete. The process this round was successful with all positions being re-appointed by August.

ACTION:

A letter of appreciation is to be forwarded to Mr John Wickham and his team and the Directors of Medical Services thanking them for their efforts in achieving all quinquennium appointments.

The Board noted the MDAAC minutes dated 9 August 2018.

5.2.4 Health Services Development Committee (HSDC) – 9 August 2018

The Chair provided a verbal report on the HSDC minutes of 9 August 2018.

Dr Pezzutti noted the co-design of the Warm Room at the LBH Emergency Department by people with lived experience and carers, is quite remarkable and a great success.

Dr Pezzutti noted the successful relationship between the Aboriginal Medical Services (AMS) and NSW LHD. Mr Scott Monaghan, Chief Executive of Bulgarr Ngaru Medical Aboriginal Corporation remains committed to maintaining the partnership with the LHD.

The Board noted the HSDC minutes of 9 August 2018.

5.2.5 Audit and Risk Committee (ARC) – Special Finance meeting 27 August 2018

Mr Frazer informed that the Special Finance Audit and Risk Meeting was held on the 27 August 2018. The meeting was held following the completion of the External Audit process. The management letter was approved for the Chief Executive to sign.

ACTION:

A letter to be forwarded to Mr Brett Skinner, Director Finance and his team thanking them for their efforts and the excellent results that the LHD have achieved.

5.2.6 Clinical Council (CC) – 24 July 2018.

Ms Weir gave a verbal report of the Clinical Council meeting on 24 July 2018.

Clinical Engagement Forums are under way at different sites with feedback presented to the Clinical Council.

A brief discussion followed on the combined work with the NCPHN around high-opioid (script) use and it was noted that Dr Abbey Perumpanani is co-ordinating this project.

The Board noted the Clinical Council minutes of 24 July 2018.

5.2.7 Community Engagement Advisory Council (CEAC) – next meeting 17 September 2018.

The Board noted the next CEAC meeting will be held on 17 September 2018.

5.2.8 Medical Staff Executive Council (MSEC) – date to be advised

The Board noted the next MSEC meeting date is yet to be advised.

5.2.9 Aboriginal Partnership Meeting (APM) – next meeting 6 August 2018.

The Board noted the APM minutes will be submitted to the 26 September 2018 Board Meeting.

5.2.10 Mental Health Forum (MHF) – 6 August 2018.

The Board noted the MHF meeting minutes of the 6 August 2018.

Ms Monaghan informed that the NCPHN gave an overview of their role across the footprint of the LHD. Ms Dee Robinson attended this meeting and members introduced themselves explaining how the forum has benefited their organisations and themselves.

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A discussion followed around the increased request for peer-workers and whether this process should be reviewed.

ACTION:

Ms Weir is to correspond with the Mental Health Commission requesting information on the evidence base around peer workers and what the expectations are in relation to their level of training.

ACTION

Ms Weir is to provide a brief on whether staff have noticed if there has been less evidence of crisis and whether the de-escalation process has been better due to peer workers.

Dr Moran queried what is the current roll-out for Trauma Informed Care across the LHD. Dr Moran was advised that this issue is still on the agenda and is due for follow up at a future Board meeting.

The Board noted the minutes of the MHF on 6 August 2018.

5.2.11 Research Strategic Advisory Committee (RSAC) – 7 August 2018.

The Board noted the RSAC meeting minutes will be held submitted to the 26 September 2018 Board Meeting.

5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) – 9 August 2018.

Mr Grier gave a verbal report on the DACAC held on 9 August 2018.

Mr Grier noted that a brief is being prepared for the Chief Executive on the management of the Christmas closure at Riverlands Detox Unit.

The Board noted the DACAC minutes of 9 August 2018.

5.2.13 NNSW LHD Health Emergency Management Committee (HEMC) – 13 August 2018.

The Board noted the NNSW LHD HEMC minutes will be submitted to the 26 September 2018 Board Meeting.

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

6.1 Major correspondence

Nil major correspondence

6.2 NNSW LHD Seal

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

6.3 Updated Board Calendar

The Board noted the Combined Board meeting with the NCPHN has been rescheduled for the 31 October 2018 and will now be held in Ballina.

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6.4 Other matters for noting
Nil matters for noting

7. Meeting Finalisation

7.1 Next Meeting

26 September 2018

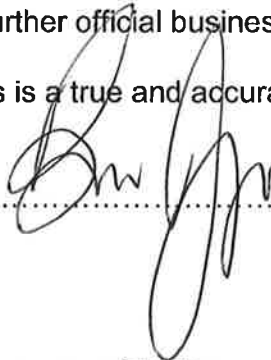
9am – 1.00pm The Tweed Hospital Board room.

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed 1.02pm.

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

Signed



Date

30/8/18

Dr Brian Pezzutti
Chair

Northern NSW Local Health District Board