

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 29 JANUARY 2020 AT GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, HUNTER STREET, LISMORE 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

An in-camera session was not required.

2.1 PRESENT AND APOLOGIES:

Dr Brian Pezzutti, Mr Mark Humphries, Mr Peter Carter, Professor Susan Nancarrow, Mr Michael Carter, Mr Pat Grier, Ms Carolyn Byrne, Dr Alasdair Arthur, Dr John Griffin, Dr Allan Tyson, Ms Deb Monaghan

In Attendance:

Mr Wayne Jones, Chief Executive,
Ms Lynne Weir, Director Clinical Operations
Mr Ged May, Community Engagement Manager
Ms Kerry Taylor (A/Manager Office of Chief Executive)
Ms Kate Greenwood (Secretariat)
Mr Deidre Robinson, General Manager Mental Health and Drug and Alcohol Services (part of meeting)
Mr Isaac Smith, Mayor, Lismore City Council (part of meeting)

Apologies:

Nil

Via Teleconference:

Ms Naree Hancock
Dr John Moran

Declaration of Pecuniary and/or Conflicts of Interest

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

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 29 November 2019 as circulated were ENDORSED as a true and accurate copy:

Moved: Mr Mark Humphries
Seconded: Mr Pat Grier
CARRIED

2.3.1(a) The Minutes of the Annual Public Meeting held on 10 December 2019 as circulated were ENDORSED as a true and accurate copy with the following amendment to now read:
“.....meeting was closed at 3.30pm”.

Moved: Dr Allan Tyson
Seconded: Mr Michael Carter
CARRIED

2.3.2 Business Arising from the Minutes:

2.3.2.1 Mr Jones is to submit a brief on birthing services at Murwillumbah Hospital to the 26 February 2020 Board meeting.

This will be provided to the 26 February 2020 Board meeting.

ACTION:

Mr Jones is to submit a brief on birthing services at Murwillumbah Hospital to the 26 February 2020 Board meeting.

2.3.2.2 Mr Jones to request Ms Weir, Director Clinical Operations to undertake a review of ETP results and strategies across the LHD, with particular attention to LBH and present to the 29 January 2020 Board meeting.

Ms Weir spoke to the Power Point Presentation regarding the increase in presentations to the Emergency Departments across the LHD with particular attention to the rise at Lismore Base Hospital. Various reasons were discussed around these including difficulty in securing a General Practitioner appointment, continued fallout rate of private health insurance, ageing population and increase in chronic diseases.

Ms Weir spoke briefly on the NOUS Review that was undertaken in late 2019.

Overarching findings included:

- Lismore Base can improve ETP result with review of some procedures
- Commitment on improving patient flow was strong amongst the teams
- Hospital resources stretched due to increased activity
- The new tower will not address the issue
- Extensive strategies are required across the patient journey
- Governance and leadership is required
- Data and analytics are needed to review performance.

Ms Weir gave an overview on the future directions for the ETP figures as per suggestions by NOUS that included:

- Enhancing processes and procedures within the hospital
- Building a Richmond Valley or District wide approach
- Creating a whole-of-community approach

General discussion followed around the ETP figures across the whole LHD and the importance of a positive culture across the Emergency Departments in all hospitals.

Ms Weir touched briefly on the strategies already implemented at LBH and will report back as further strategies are implemented.

ACTION:

Mr Jones is to request Ms Lynne Weir, Director Clinical Operations to provide an update presentation on the work undertaken on ETP results and strategies across

the LHD to the 28 October 2020 Board meeting.

- 2.3.2.3 Mr Jones is to invite Dr Richard Buss, Director Workforce and Ms Karen Wickham, Manager Organisational Development and Learning Unit to present on the work being undertaken by the unit and to provide an update on the results of the 2019 People Matter Survey and local PMS action plans to the 29 January 2020 Board meeting.**

Following a brief discussion, it was agreed this will be presented to the 26 February 2020 Board meeting.

ACTION:

Mr Jones is to invite Dr Richard Buss, Director Workforce and Ms Karen Wickham, Manager Organisational Development and Learning Unit to present on the work being undertaken by the unit and to provide an update on the results of the 2019 People Matter Survey and local PMS action plans to the 26 February 2020 Board meeting.

- 2.3.2.4 Mr Jones to provide a brief on securing a single service provider for medical imaging services across the LHD to the 26 February 2020 Board meeting.**

This will be provided to the 26 February 2020 Board meeting.

ACTION:

Mr Jones to provide a brief on securing a single service provider for medical imaging services across the LHD to the 26 February 2020 Board meeting.

- 2.3.2.5 Mr Jones to request Mr Matthew Long, Director of Corporate Services to form a small working group including Mr Peter Carter and provide a report/brief/action plan on the strategies to be undertaken by the NSW LHD to reduce environmental impact to the 29 April 2020 Board meeting.**

This will be provided to the 29 April 2020 Board meeting.

ACTION:

Mr Jones to request Mr Matthew Long, Director of Corporate Services to form a small working group including Mr Peter Carter and provide a report/brief/action plan on the strategies to be undertaken by the NSW LHD to reduce environmental impact to the 29 April 2020 Board meeting.

- 2.3.2.6 Mr Jones to correspond with Mr Daniel Hunter, Deputy Secretary, Finance and Asset Management and Chief Financial Officer requesting a meeting to further discuss the options around the Efficiency Improvement Plans.**

Mr Jones gave a brief update on his recent meeting with Mr Hunter who reiterated to Mr Jones that he is aware the NSW LHD is under significant pressure with increased demand and that the projected financial overrun and budget is being managed as best it can be under the circumstances.

2.3.2.7 The Board Chair requested Mr Jones meet with Mr Simon Draper, Chief Executive Infrastructure NSW in early 2020 to discuss NSW LHD need for a secure unit at Grafton Base Hospital.

Mr Jones advised the scheduled meeting with Mr Draper was recently cancelled with no view of a further meeting to be scheduled in the future. The Chair advised he will continue to raise his concerns around the secure unit at Grafton Base Hospital with the Treasury.

2.3.2.8 Mr Jones is to request a meeting in early 2020 with Mr Mark Coulton, Minister for Regional Services, Decentralisation and Local Government Assistant Trade and Investment to discuss the concerns and impact on the rurality classification of Murwillumbah.

Mr Jones advised Mr Coulton has agreed to meet with him on 11 February 2020 in Canberra. The Board agreed to Mr Jones request for Dr John Moran to attend the meeting as well.

2.3.2.9 Mr Jones to communicate with NCPHN Chief Executive to review the partnership agreement and the role of the combined Board and Executive Leadership Team meetings between the NSW LHD and NCPHN and report back to a future Board meeting.

Mr Jones spoke briefly on his recent meeting with Ms Julie Sturgess, CE North Coast Primary Health Network (NCPHN) and the Collaborative Partnership moving forward. Mr Jones noted the strong partnership that exists between the two organisations and indicated the partnership agreement will be refreshed and signed in due course, following a meeting with Ms Kathryn Watson, Director Planning and Performance and Mr Matthew Long, Director Corporate Services.

General discussion followed around the difference in co-design and co-commissioning. Mr Jones responded to a query on how dynamic modelling is used to collect various sources of data across different social determinants.

2.3.3 Other Matters Arising from the Minutes

5.1.10 Responding to a query regarding the recent NSW LHD bush fire fundraiser, Mr Jones indicated the in-house staff donation fundraiser will not proceed due to a range of factors. Following further assessment from various stakeholders, the impact in Grafton has been significantly less than initially reported. However, Mr Jones will discuss this matter further with the Deputy Board Chair on how to proceed in relation to the planned Grafton raffle/auction.

5.2.2 Mr Jones explained the various costs associated with premium labour costs and the impact on the budget moving forward.

5.2.3 Responding to a query regarding an appointment of a Director Medical Services to The Tweed Hospital, Mr Jones indicated this continues to be a challenge and further discussion is under way with Ms Lynne Weir, Director Clinical Operations, Dr Timothy Williams, Executive Director Medical Services and Dr Richard Buss, Director Workforce for a clear direction to be established.

5.2.5 Mr Jones advised the current Clinician Engagement Plan is in need of a review and will be recrafted to reflect the NSW LHD contemporary "Business as Usual" engagement

programs.

3. Matters for Decision

3.1 NNSW LHD Top 10 Strategic Risks

Following a brief discussion, the Board **ENDORSED** the NNSW LHD Top 10 Strategic Risks.

Moved: Dr Allan Tyson

Seconded: Mr Michael Carter

CARRIED

4. Chairman's Update

4.1 Chairman's Calendar

The Board noted the Chairman's Calendar.

5. Matters for Discussion

5.1 Chief Executive's Report

Mr Jones and 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
- Bush Fires – Bonalbo and Urbenville MPS residents were evacuated as a precautionary measure. Submission to MOH being prepared to recoup additional costs related to fire.
- Rural Adversity Mental Health Program
- Tweed Valley Hospital
- Clarence Nurses Rally – public rally held at Grafton by NSW Nurses and Midwives Association campaign for more nurses at GBH.
- BIG IDEAS – winners were announced on 5 December 2019.
- Grafton Accreditation - Radiology
- Security The Tweed Hospital – Health Services Union (HSU) has raised concerns through media in relation to security at TTH. NNSW LHD has provided a response to the media refuting the claims made by the HSU.
- Climate Change

5.1.2 Update on Strategic Issues

The NNSW LHD Health Services Plan has been distributed for review and feedback to relevant clinicians. This will be presented to February 2020 Board meeting.

5.1.3 Matters for Approval

Nil for this meeting

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during December 2019 was 78% against the target of 81%.

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- Elective Surgery Access Performance - during December 2019, NNSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1, 100% Category 2 was 94% against a target of 97% and Category 3 was 74% against a target of 97%.
 - NNSW LHD met all triage targets.
 - Transfer of Care result for December 2019 was 92% against a target of 90%

5.1.5 Security, Risk and Compliance Update

- See 5.1.1

5.1.6 Governance Update

- NSW Health - Northern NSW Local Health District Board Report

5.1.7 Capital Works/Planning Projects

- Grafton Base Hospital Ambulatory Care Unit
- Evans Head HealthOne – official opening will be held on 11 February 2020.
- Lismore Base Hospital

5.1.8 Matters for Noting

- Memorandum of understanding signing between NNSW LHD and Parkinson's NSW
- Drug Amnesty Bins

5.1.9 Important Meetings/ Diary Commitments

- Nil to note

5.1.10 Questions for the Chief Executive without Notice

- Mr Jones gave a brief overview of procedures around patients presenting with symptoms of Coronavirus and an update on the NSW Government advice for any travellers to take 14 days leave from the last date of passing through mainland China.
- Several Board members sought clarification on the review of Radiology Reporting in the Clarence Health Service following the issuing of an extreme not met during the recent accreditation. Ms Weir detailed the quality & safety program that is in place relevant to the medical imaging service and the additional steps that will be implemented based on the review.
Following a lengthy discussion, Board members agreed the Report clarified the concerns being raised by medical staff and that actions taken prior to the accreditation and proceeding the review have adequately dealt with any perceived clinical risk. It was requested that Ms Weir provide a one-page report to summarise the findings in the Radiology Report in the Clarence Health Service for inclusion in the Health Care Quality & Research Committee meeting in March 2020.
The Chair requested the Radiology Reporting in Clarence Health Service document be forwarded to QScan.

ACTION:

Mr Jones to request Dr David Hutton, Director Clinical Governance to forward a copy of the Radiology Reporting in the Clarence Health Service to QScan Radiology.

- Dr Tyson responded to a query regarding the clinician staffing of the new Grafton Correctional Facility and advised currently there is no direct impact on the Grafton Base Hospital.
- Mr Jones advised work is still underway to bring the number of staff reviews up to date.

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

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

5.2.1 Health Care Quality and Research Committee (HCQRC) – 10 December 2019.

Ms Byrne gave a brief overview of the unconfirmed HCQRC minutes.

Ms Byrne spoke briefly on the concerns raised regarding the length of time for the Health Care Complaints Commission (HCCC) to resolve matters referred to it. This is an independent body and NSW Health is unable to have these matters expedited.

Discussion followed around the recent workshop to discuss the new agenda and membership of the HCQRC. Concerns were raised whether the new committee was progressing well. Mr Jones indicated that feedback so far was productive, however, agreed the membership may need to be slightly reviewed.

ACTION:

Mr Jones is to organise a meeting with Dr David Hutton, Director Clinical Governance to discuss the findings in the HCQRC workshop report and report back to a future Board Meeting in due course.

The Chair advised Ms Byrne that currently the length of time for Executives to report back to the committee is too long and needs to be reviewed.

The Board noted the unconfirmed HCQRC minutes.

5.2.2 Finance and Performance Committee (F&PC) – December 2019 two page report.

Mr Humphries gave a brief overview of the December 2019 two-page report.

Mr Humphries requested Mr Brett Skinner, Director Finance to attend a future Board meeting to share his thinking and give a visionary overview for the NNSW LHD moving forward.

ACTION:

Mr Jones is to request Mr Brett Skinner, Director Finance to share his financial visionary overview for the NNSW LHD to the 29 April 2020 Board meeting.

Current forecast is now \$11.2M unfavourable for the year with General Funds November YTD is \$5.031M unfavourable. Activity continues to be high with admissions at 4.7% year-

on-year and Emergency Department attendances at 3.2% up on last year.

Following a brief discussion regarding e-Health's positioning on the Top 10 Risks Register, it was agreed for Mr Matthew Long, Director Corporate Services to attend a future Board meeting to outline the steps being undertaken to mitigate these risks.

ACTION:

Mr Jones to request Mr Matthew Long, Director Corporate Services to present on the steps being undertaken to manage the risks associated with e-Health on the NNSW LHD Top 10 Risk Register to 29 April 2020.

Ms Weir responded to a query regarding the coding positions outlining the steps being undertaken to ensure clinical coders can be retained once employed with NNSW LHD.

The Board noted the F&PC unconfirmed minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 12 December 2019

Mr Jones spoke to the MDAAC minutes providing a brief overview.

Mr Jones advised the LHD has secured a Gastroenterologist for LBH.

The Board noted the unconfirmed the MDAAC minutes.

5.2.4 Audit and Risk Committee (ARC) – 4 December 2019.

Mr Michael Carter spoke briefly to the unconfirmed ARC minutes giving a brief summary of the Workers Compensation Summary report, September 2019 and the Violence Prevention Management report, October 2019.

A brief summary was given of the Outstanding Audit Recommendations and the excellent work of the LHD's Executive on implementing audit recommendations this quarter.

The Board noted the ARC unconfirmed minutes.

5.2.5 Clinical Planning and Clinician Engagement – first meeting 4 February 2020.

The Board noted the Clinical Planning and Clinician Engagement inaugural meeting will be held 4 February 2020.

5.2.6 Community Partnership Advisory Council (CPAC) – 9 December 2019

Mr May gave a brief overview of the CPAC unconfirmed minutes.

The community perception survey has been distributed to community representatives with a positive response so far.

Ms Fiona Baker, Media Manager and Mr Ged May, Community Engagement Manager will facilitate a communication planning workshop at the next CPAC meeting on 10 February 2020.

Mr May advised he is currently working on a response for the Ministry of Health to give an overview on community engagement across the LHD.

The Board noted the CPAC unconfirmed minutes.

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

Nil matters for noting

6.1 Major correspondence

Nil major correspondence

6.2 NNSW LHD Seal

There were no items requiring the NNSW LHD Seal to be applied.

6.3 Updated Board Calendar

The Board noted the updated Board Calendar.

6.4 Other matters for noting

6.4.1 Quarterly Patient Feedback Report Q1 19/20

The Board noted the Quarterly Patient Feedback Report Q1 19/20.

6.4.2 Key Risk Indicator Report – November 2019

The Board noted the Key Risk Indicator Report – November 2019.

6.5 Business without notice

The Board Chair spoke briefly regarding the new appointment of Professor Brendan Murphy to Department of Health Secretary.

ACTION:

Mr Jones to draft a letter of congratulations for the Board Chair's signature to Professor Brendan Murphy on his new recent appointment as the Secretary of the Department of Health.

Dr Arthur gave a brief critique of the meeting.

7. Meeting Finalisation

7.1 Next Meeting

27 February 2020 (previously scheduled for 26 February 2020)

8.00am -11.30am

Tweed Heads

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 3.50pm

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

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 29 JANUARY 2020 AT GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, HUNTER STREET, LISMORE COMMENCING AT 12.00pm

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Signed



Date

28/2/20

Dr Brian Pezzutti
Chair
Northern NSW Local Health District Board

12.15pm – Ms Dee Robinson, General Manager Mental Health and Drug and Alcohol Services presentation on Dialectical Behaviour Therapy (DBT) Skills Training

Ms Robinson spoke briefly on the DBT group structure and skills outlining the purpose and duration of the course.

The four types of skills covered in the course include:

- Mindfulness
- Distress tolerance skills
- Emotion regulation skills
- Interpersonal effectiveness skills

DBT focuses on a hierarchy of behaviour targets highlighting behaviours to increase and behaviours to decrease. Patients must engage in individual sessions and keep a “Diary card” that records unhelpful behaviours and skills used during that week.

Ms Robinson spoke briefly on the success of a young female patient who has recently completed the program.

The Chair thanked Ms Robinson for addressing the Board and requested a follow up presentation to the Board in 12 months.

12.30 Mr Isaac Smith, Mayor Lismore Council to address the Board

Mr Smith gave a brief overview of the Lismore Council’s possible plan to move back to the CBD of Lismore with the intent to boost the CBD and support retailers in the area. Mr Smith queried the possibility of the LHD utilising some of the office space in the future. Mr Jones advised the LHD will be open to discussions around this moving forward.

Discussion followed around the discrepancies regarding the cost of parking in both the secure LHD parking lot and the council run street parking. Mr Smith said he is happy to discuss this further with Mr Jones.

Mr Jones acknowledged Mr Smith’s leadership during the recent bushfire crisis and commended him on his response as the Mayor of Lismore.

Following a brief discussion around sharps disposals bins across the district, Mr Jones and Mr Smith agreed they will meet discuss the issue further.

Responding to a query regarding the disposal of commercial waste, Mr Smith advised council is the process of expanding the Wyrallah Waste Facility. Mr Jones advised this will be discussed further in the NNSW LHD Climate Action Plan that is in its early stage.

ACTION:

Mr Jones to organise a meeting with Ms Shelley Oldham, General Manager, Lismore City Council to discuss the CBD office accommodation and sharps disposal bins in Lismore and report accordingly.

The Board thanked Mr Smith for addressing them today.