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

**In Attendance:**

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

**Apologies:**

Mr Mark Humphries (Annual Leave)

**Via Teleconference:**

Ms Naree Hancock  
Dr John Moran

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

- Professor Nancarrow advised the Chair she is no longer employed with Southern Cross University.
- Mr Michael Carter declared a conflict of interest in his role with Social Futures regarding the discussion around Grafton Correctional Facility.

**2.3 Previous Minutes:**

**2.3.1** The Minutes of the Board Meeting held on 26 June 2019 as circulated were ENDORSED as a true and accurate copy with the following amendment in 2.3.2.4 to now read  
“.....Clinical Planning and Clinician Engagement Committee.”

**Moved:** Dr Allan Tyson

**Seconded:** Ms Carolyn Byrne

**CARRIED**

**2.3.1(a)** The Minutes of the NNSW LHD Budget minutes as circulated were ENDORSED as a true and accurate copy.

**Moved:** Dr Allan Tyson

**Seconded:** Dr John Moran

**CARRIED**

**2.3.2 Business Arising from the Minutes:**

**2.3.2.1** Mr Jones is to forward a Board sub-committee appointment preference pro-forma to

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**all Board members for their nominations to the Board Sub-Committees and the result is to be submitted to the 31 July 2019 Board meeting.**

The Chair advised that following a discussion with the Chief Executive around utilising Board member's skillset, the following nominations for membership of Board sub-committees were put forward:

**Board Sub-Committees:**

- **Finance and Performance Committee**  
Dr John Moran, Mr Mark Humphries, Mr Michael Carter
- **Health Care Quality and Research Committee**  
Ms Carolyn Byrne, Professor Susan Nancarrow, Mr Peter Carter
- **Medical and Dental Appointments Advisory Committee**  
Dr Allan Tyson, Mr Peter Carter
- **Audit and Risk Committee**  
Mr Michael Carter, second member TBA.
- **Clinical Planning and Clinician Engagement**  
Dr Brian Pezzutti, Ms Deb Monaghan, Dr Alasdair Arthur
- **Community Partnership Advisory Council**  
Mr Pat Grier, Mr Peter Carter, Dr John Griffin

**Management Committees:**

- **Security Governance Committee**  
Mr Mark Humphries
- **Aboriginal Partnership Meeting**  
Dr Brian Pezzutti
- **Medical Staff Executive Council**  
Dr Allan Tyson until the MSEC is re-established following the commencement of Dr Timothy Williams, Executive Director Medical Services
- **Mental Health Forum**  
Ms Deb Monaghan, Mr Peter Carter
- **Drug and Alcohol Advisory Council**  
Mr Pat Grier, Professor Susan Nancarrow
- **Health Emergency Management Committee**  
Dr Allan Tyson

The Chair advised that Board members should contact him if they wish to review or discuss their relevant appointments to enable the nominations to be finalised at the 28 August 2019 Board meeting.

Mr Michael Carter noted that the Finance and Performance Committee Terms of Reference will need to be amended from two to three Board member nominations. He also suggested that the Charter for the Audit and Risk Committee may need to be amended to include an additional board member nomination.

**ACTION:**

**Final nominations for Board membership of Board sub-committees are to be endorsed at the 28 August 2019 Board meeting.**

- 2.3.2.2 Mr Jones is to schedule a suitable date with Mr Steve Teulan, Nous Group to facilitate a Board Governance workshop to assess the progress of the recommendations in the Board Governance.**

A meeting will be scheduled following receipt of feedback from Mr Teulan's recent meetings with the NSW LHD Executive Team on 1 and 2 July 2019.

**ACTION:**

**Mr Jones is to schedule a suitable date with Mr Steve Teulan, Nous Group to facilitate a Board Governance workshop to assess the progress of the recommendations in the Board Governance.**

- 2.3.2.3 Mr Jones is to organise a meeting with Mr Richard Jones, Chief Executive Officer Westpac Rescue Helicopter to discuss the new procedures in place due to the permanent closure of The Tweed Hospital helipad and report back to a future Board meeting in due course.**

Mr Jones will provide a brief on his recent meeting with Mr Richard Jones, Chief Executive Westpac Rescue Helicopter Service in the Chief Executive report for the 28 August 2019 meeting.

**ACTION:**

**Mr Jones is to provide a brief on his recent meeting with Mr Richard Jones, Chief Executive Westpac Rescue Helicopter Service in the Chief Executive report for the 28 August 2019 meeting.**

- 2.3.2.4 Mr Jones to provide a letter of appreciation and thanks for the Board Chair's signature for Ms Jillian Adams, Manager Health Promotion and her team acknowledging the good results achieved in the audit against Health Food and Drink Framework.**

The Board noted the letter of appreciation to Ms Jillian Skinner, Manager Health Promotion.

- 2.3.2.5 Mr Jones is to provide individual letters of appreciation for the Board Chair's signature in recognising the Executive Leadership Team's role in the NSW LHD remaining on 0 level performance status.**

The Board noted the individual letters of appreciation to the Executive Leadership Team.

- 2.3.2.6 Mr Jones to provide information on the relocation of the warm room at Lismore Base Hospital (LBH) and report back to the 31 July 2019 Board meeting.**

Mr Jones gave a verbal update on the establishment of a warm room LBH advising a meeting is scheduled in the week commencing 5 August 2019 with Ms Deidre Robinson, General Manager Mental Health & Drug and Alcohol and LBH Management and Emergency Department staff to discuss options regarding the efficient utilisation of the

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warm room moving forward. The outcome of this discussion will be provided to the Mental Health Forum.

### **2.3.3 Other Matters Arising from the Minutes**

**Item 2.3.3** Following a meeting with Mr Dominic Morgan, Chief Executive NSW Ambulance regarding Ambulance Performance Indicators, Mr Jones advised Mr Morgan will follow-up on the required information and formally respond in due course.

**Item 5.1.6 Clinical Information Systems** – Mr Jones advised he would continue to explore other pilots of Electronic Medical Records (eMR) and report back to the Board following a final determination being made.

**Item 5.1.10** The Chair acknowledged the high standard of the recent NNSW LHD Quality Awards with formal letters of appreciation being forwarded to all parties involved.

**Item 5.2.8** Mr Jones advised following the recent appointment of Dr Timothy Williams, Executive Director Medical Services, work will be undertaken to re-establish the Medical Staff Executive Council.

**Item 6.5** Mr Jones advised he has made initial enquiries around the process required to review the role delineation of the Grafton regarding future capital planning and expected changes in scope of service delivery. While this may take some time, the intention is to have this completed prior to commencement of the redevelopment capital works.

Discussion followed around the Grafton Correctional facility and establishing a centre for Excellence in conjunction with relevant universities and GBH. Mr Jones will take this up with Mr Brad Astill, Deputy Secretary Ministry of Health (MOH) and Mr Dan Madden, General Manager GBH to raise at the relevant sub-Committee meeting.

Mr Jones advised the recent meeting scheduled by the Department Premier and Cabinet (DPC) with various stakeholders concerning the impact on the development of the Correctional Centre on the Grafton community was been postponed until further notice. The DPC will seek further briefings prior to scheduling a meeting.

**Item 2.3.1(a)** A lengthy discussion followed around the NNSW LHD Budget approach with Mr Jones advising that following a recent meeting with the MOH, several NNSW LHD budget strategies may be reviewed. Mr Jones gave a brief outline of the latest meeting held with the LHD Business Managers. Mr Jones has a meeting scheduled with the Secretary of Health and relevant Deputy Secretaries in late August and will report back to the Board accordingly.

Mr Jones responded to a query regarding the cost associated with providing birthing services at Murwillumbah Hospital advising that he will provide a brief to the 25 September 2019 Board meeting for consideration.

### **ACTION:**

**Mr Jones to submit a brief on the cost associated with providing birthing services at the Murwillumbah Hospital to the 25 September 2019 Board meeting.**

Responding to a query, Mr Jones advised of the newly established PERC (Performance Expenditure Review Committee) that will oversight workforce including recruitment processes to ensure adherence with budget allocation.

### 3. Matters for Decision

#### 3.1 Aboriginal & Torres Strait Islander Workforce Plan 2016-2020

The Board noted the information in the Aboriginal & Torres Strait Islander Workforce Plan 2016-2020 noting the outstanding work of Ms Katharine Duffy, Executive Director of Nursing, Midwifery and Aboriginal Health, Ms Kirsty Glanville Associate Director Aboriginal Health Services and their teams.

General discussion followed on the importance of involving an Aboriginal representative on the selection process and panel when candidates indicate their Aboriginality on the relevant application form.

Mr Jones advised the Board on the progress of increasing Aboriginal employment across the LHD and spoke to the 9 upcoming appointments.

#### **ACTION:**

**Mr Jones to provide a brief on the nine Aboriginal Allied Health positions currently under recruitment to the 25 September 2019 Board meeting.**

Ms Monaghan reiterated the excellent work undertaken in the plan and advised she will meet with Ms Glanville to discuss some minor changes that are required.

The Board agreed to ENDORSE the Aboriginal & Torres Strait Islander Workforce Plan 2016-2020.

**Moved:** Ms Deb Monaghan

**Seconded:** Dr Allan Tyson

**CARRIED**

#### 3.2 NNSW LHD Disability Inclusion Action Plan (DIAP)

Mr Jones gave a brief background on the inception of the NNSW LHD Disability Inclusion Action Plan.

Mr Jones advised more can be done to ensure the LHD provides equitable and dignified access to services and employment for people, regardless of disability. The DIAP sets out practical and high-level objectives for disability inclusion.

The Chair suggested the following changes:

- Mr Jones review the wording in the introduction "Message from the Chief Executive"
- A comment about how the LHD is addressing the recent failure around disability inclusion
- Replace the word "voices" with "people".
- Terms of Reference for the Committee to be formed from the DIAP

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The Board ENDORSED the NSW LHD Disability Inclusion Action Plan with the above mentioned changes.

The final amended DIAP Plan will be submitted to a future Board meeting for information.

**Moved:** Dr Allan Tyson  
**Seconded:** Ms Carolyn Byrne  
**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 referred to the issues that were covered in the Chief Executive's Report including:

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

- Clinician Engagement
- NSW LHD Quality Awards
- NSW LHD Service Agreement
- Murwillumbah Local Rurality status
- Executive Director Medical Services recruitment – Dr Timothy Williams has accepted the role and will commence on 2 September 2019.
- Health Services Union Industrial action

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

- Refer to Item 3.1 Aboriginal & Torres Strait Islander Workforce Plan 2016-2020
- Community Engagement Framework Implementation

###### **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 June 2019 was 79% against the target of 81%.
- Elective Surgery Access Performance - During June 2019, NSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1, 100% Category 2, 90% against a target of 97% and Category 3 was 89% against a target of 97%
- NSW LHD met all triage targets
- Transfer of Care result for June 2019 was 90% against a target of 90%.

**5.1.6 Security, Risk and Compliance Update**

- NSW LHD Board Report
- The Security Governance Committee has held its inaugural meeting. NSW LHD is preparing a report for the MOH on progress towards implementing the initial 43 recommendations from Mr Peter Anderson's security review in NSW public hospitals. The NSW LHD response will be provided to the 28 August 2019 Board meeting.

**5.1.7 Governance Update**

Refer to Item 2.3.2.1 Board Sub-committee structure to be fully implemented by October/November 2019.

**5.1.8 Capital Works/Planning Projects**

- Coraki Hospital- Mr Jones advised that the EOI for use of the Conference Centre resulted in 3 submissions. Based on the criteria of capital and recurrent sustainability all 3 were culled and as such the LHD will now proceed to demolition of the Conference Centre. Mr Jones noted the potential for adverse media attention once this was more widely understood.
- Grafton Correctional Centre
- Evans Head HealthOne
- Tweed Valley Hospital (TVH) – General discussion took place on the design process and funding requirements for the TVH. Mr Jones advised of the independent review process being undertaken in relation to pathology floor space at the TVH. Mr Jones also noted that Health Infrastructure is progressing the EOI for the tertiary sector to partner with the LHD to develop an Education & Research Centre of Excellence.
- Grafton Ambulatory Care Unit – Mr Jones advised of some recent construction issues that have now been rectified and noted the development of the Ambulatory Care unit is now back on track.

**5.1.9 Matters for Noting**

- 2019 People Matter Survey
- Premiers Priorities
- Use of fleet vehicles by students – under the current student placement agreement with Universities students cannot access fleet vehicles whilst placed in NSW LHD facilities.
- Royal Commission into Aged Care

**5.1.10 Important Meetings/ Diary Commitments**

- The Hon Bronwyn Taylor MP, Minister for Mental Health, Regional Youth and Women visited Byron Central Hospital on 25 July 2019 and viewed a demonstration of the Northern Mental Health Emergency Care Rural Access Program – Telehealth
- Ms Danielle Mulholland, Mayor Kyogle Council meeting with the Minister for Health and Medical Research Advisor on 1 August 2019 concerning Western Sydney University Partnership Opportunities to support medical undergraduate rural pathway as a strategy to address health workforce shortages.
- Teleconference with The Hon Brad Hazzard MP, Minister for Health and Medical Research and Mr Geoff Provest MP, Member for Tweed to discuss the potential to

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pilot stab proof vests for security staff at The Tweed Hospital.

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

- Mr Jones responded to a query regarding the operational expense increase following the opening of a new hospital and advised that due to greater floor space and more single rooms there is a greater cost associated with building maintenance systems and staff in addition to other cost factors.
- Mr Jones reported on a meeting with representatives from a Private Health provider who are looking to establish a private facility in Grafton.
- Discussion followed around hospital in the home in Grafton noting the possible changes to the model. Dr Tyson raised concern with the possible changes and sought advice on what is to be changed and the impact on GBH. Mr Jones advised that he will look into this and provide advice through the next Chief Executive report.
- Ms Hancock reported the Commonwealth is expected to provide advice in relation to the impact of possible changes to the rurality status of Murwillumbah over the coming months.
- The Jubullam Healthpost level of consultation and engagement is progressing well.
- The Chair spoke briefly of his recent letter to Mr Brad Astill, Executive Director, Systems Performance Support regarding the Grafton Correctional facility.

Professor Susan Nancarrow left the meeting.

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) – 9 July 2019.**

Ms Byrne gave a brief overview of the minutes advising the patient story from a previous meeting has not been included and she will follow this up.

General discussion followed on the importance of escalation of care and discussion included the need for more education being required of clinicians to identify and escalate as appropriate.

Ms Weir, Director Clinical Governance is to provide further clarification on RCA recommendations implementation at a future HCQC meeting.

It was agreed that Mr Peter Carter was able to forward the webinar link to HCQC members in relation to his upcoming attendance to a conference as a member of the Innovations Committee of International Society of Quality and Healthcare.

Ms Kate Rycroft has been appointed as the HCQC community participant.

The Board noted the unconfirmed HCQC minutes.

### **5.2.2 Finance and Performance Committee (F&PC) – 17 July 2019.**

Mr Carter gave a brief overview of the F&PC Meeting outlining the increased activity across



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the LHD. Dr Arthur noted that this is not just due to the winter season and flu epidemic but also the increase in our ageing population.

IT was noted that General Funds YTD \$2.69M unfavourable which has improved on previous forecast of \$3.2M unfavourable, Own Source Revenue general funds YTD \$1.4M favourable with an improvement on previous forecast of \$1.165M favourable.

Mr Jones advised the importance of continued focus on the cultural and well-being of staff during these budget constraints.

The Board noted the F&PC unconfirmed minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 11 July 2019.**

Dr Tyson spoke to the MDAAC minutes providing a brief overview.

Dr Tyson gave a general overview of recent medical appointments across the LHD.

Following a brief discussion, it was agreed that General Dentist credentialing continues via MDAAC.

MDAAC continue to regularly review and oversee the registrations requirements of medical appointments.

The Board noted the unconfirmed MDAAC minutes.

**5.2.4 Health Services Development Committee (HSDC) – 13 June 2019.**

The Chair spoke briefly to the 13 June 2019 HSDC minutes noting the committee's endorsement of the DIAP.

**5.2.5 Audit and Risk Committee (ARC) – 7 June 2019.**

The Board noted that Mr Michael Carter had provided a verbal update on the 7 June 2019 ARC meeting at the 26 June 2019 Board meeting.

Mr Jones advised of the recent \$1.78M deficit for worker's compensation is a result of deterioration in the broader pool performance.

The Board noted the 3 Year Internal Audit Plan.

The Board noted the unconfirmed ARC Minutes for 7 June 2019 Meeting.

**5.2.6 Clinical Council (CC) – 11 June 2019.**

The Board noted the Clinical Council Minutes of 11 June 2019.

**5.2.7 Community Partnership Advisory Council (CPAC) – *next meeting TBA.***

The Board noted the next CPAC is to be advised.

**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 5 August 2019**

The Board noted the next APM meeting will be held 5 August 2019.

**5.2.10 Mental Health Forum (MHF) – next meeting 5 August 2019.**

The Board noted the next MHF will be held 5 August 2019.

**5.2.11 Research Strategic Advisory Committee (RSAC) – next meeting 13 August 2019**

The Board noted the next RSAC meeting will be held 13 August 2019.

**5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) – next meeting 8 August 2019.**

The Board noted the next DACAC meeting will be held 8 August 2019.

**5.2.13 NSW LHD Health Emergency Management Committee (HEMC) –17 June 2019.**

The Board noted HEMC minutes of 17 June 2019.

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

Nil matters for noting

**6.1 Major correspondence**

Nil major correspondence

**6.2 NSW LHD Seal**

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

**6.3 Updated Board Calendar**

The Board noted the updated Board Calendar.

**6.4 Other matters for noting**

The Board endorsed the leave of absences for the following Board members:

- Mr Mark Humphries 18/07/19 – 02/09/19
- Dr John Moran 20/08/19 – 01/10/19
- Dr Brian Pezzutti 08/09/19 – 13/10/19

**6.5 Business without notice**

- Ms Monaghan spoke briefly on a recent ABC documentary called War on Waste, outlining the strategies that are reducing waste associated with a hospital. The Board Secretariat is to email the link to the documentary to the Board members.
- Dr Griffin queried if the LHD was aware of an upcoming musical festival in early December around Coolangatta. Mr Jones advised he will follow this up with the necessary staff.
- Mr Jones referred to previous discussions concerning quality active life years and impact on ICU Admissions Policy and advised that this has been taken up with the MOH Senior Executive Forum looking to undertake work in this area. Mr Jones is to keep the Board apprised of any policy development in this sphere.

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**7. Meeting Finalisation**

**7.1 Next Meeting**


9.00am -1.00pm  
Grafton Base Hospital  
184 Arthur Street  
Grafton

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 2.55pm

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

Signed .....



Date ..... 28/8/19 .....

Dr Brian Pezzutti  
Chair  
Northern NSW Local Health District Board