

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 MARCH 2020 COMMENCING AT 9.00am VIA TELECONFERENCE**

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The Chair opened the meeting and 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:**

**Board Members Via Teleconference:**

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

**In Attendance via Teleconference:**

Mr Wayne Jones, Chief Executive,  
Mr Ged May, Community Engagement Manager  
Ms Kate Greenwood, Secretariat  
Dr David Hutton, Director Clinical Governance (part of meeting)

**Apologies:**

Nil

**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 27 February 2020 as circulated were ENDORSED as a true and accurate copy with the following amendments:  
Item 2.3.2.1 action to now read ".....to the 25 March 2020 Board meeting"  
Item 5.1.1 ".....could not *ensure* it would not be....."

**Moved:** Ms Naree Hancock

**Seconded:** Dr John Moran

**CARRIED**

**Chief Executive COVID-19 update**

Mr Jones gave a brief update on the escalating COVID-19 crisis including:

- The quick progression of cases around Australia with particular attention to the increase in numbers across NSW.
- NSW LHD is preparing everything possible and in consultation with anaesthetists and surgeons, postponing all non-essential elective surgery.
- Workforce planning and contingencies are the major focus of the operational arm of the response at this stage with focus on enhancing our ICU capacity as much as possible to respond to the critical care demands.
- We have stood up our Emergency Operations Centre to support our preparedness and response to this challenge. Whilst at present the planning is very consultative and all

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parties are engaged, we will move to a more command and control modality as the situation escalates and timely decisions/actions are required.

- Movement of some services off site has commenced to ensure as much hospital bed spaces as possible. This includes moving a great deal of outpatient and clinic activity to virtual health models of care.
- Policies and guidelines have been finalised for working from home for non-essential front-line staff.
- QLD borders will be shut down at mid-night 25 March 2020 and spoke briefly on how the impact on NNSW LHD staff and locums will be managed.
- Gold Coast University Hospital at this stage continues to be NNSW LHD referral hospital however, this can change at short notice. Discussions are under way with John Hunter Hospital should the current arrangement change.
- All-Staff email updates and weekly forums continue to be a communication strategy for all employees and an LHD email address has been established for staff questions.
- PPE (Personal Protective Equipment) continues to be a global issue. General discussion followed regarding management of this across the LHD.
- General discussion followed around hand hygiene, the procedures for intubation and the availability of negative pressure rooms.
- Management around security requirements across the LHD
- Management of Aged Care facility patients needing to be transferred to the Emergency Departments
- Mr Jones advised he has undertaken discussions regarding lines of authority with the Executive Leadership Team. The Chair advised he would have follow-up discussions with members of the Board and decide on lines of authority shortly.
- Monitoring levels of anxiety amongst staff and the integral role of leadership across all management levels
- IT Department continue to monitor and address issues

The Board Chair gave a brief overview of his recent Board Chairs COVID-19 teleconference update with Ms Elizabeth Koff, Secretary NSW Health and Mr Brad Hazzard, NSW Minister for Health and Medical Research.

### **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 25 March 2020 Board meeting.**

The Board noted this brief has been deferred to the 29 April 2020 Board meeting.

#### **ACTION:**

**Mr Jones is to submit a brief on birthing services at Murwillumbah Hospital to the 29 April 2020 Board meeting.**

#### **2.3.2.2 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 NNSW LHD to reduce environmental impact to the 29 April 2020 Board meeting.**

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**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 NNSW LHD to reduce environmental impact to the 29 April 2020 Board meeting.**

**2.3.2.3 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.**

The Board noted Mr Brett Skinner will attend the 24 June 2020 Board meeting.

**ACTION:**

**Mr Jones is to request Mr Brett Skinner, Director Finance to share his financial visionary overview for the NNSW LHD to the 24 June 2020 Board meeting.**

**2.3.2.4 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.**

The Board noted this presentation will occur at the 29 April 2020.

**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**

**2.3.2.5 Mr Jones is to request Mr Ged May to organise a workshop that will include nominated Board Members to assist in the development of a Board Stakeholder Engagement Plan.**

The Board noted the workshop for the Board Stakeholder Engagement Plan is scheduled for 24 June 2020.

**2.3.2.6 Mr Jones is to make enquiries on whether there will be a longitudinal study to look at the impact of the Get Healthy Service and to provide advice via his Chief Executive Report.**

Mr Jones advised this information has been requested from Ministry of Health and will report back in due course.

**2.3.3 Other Matters Arising from the Minutes**

2.3.2.11 Mr Jones advised he has postponed the meeting with Ms Shelly Oldman, General Manager, Lismore City Council due to the current COVID-19 crisis.

5.1.2 Mr Jones gave a brief overview of the NSW PHN and NSW Health Joint Symposium on 26 February 2020 in Sydney.

**3. Matters for Decision**

**3.1 Review of NNSW LHD Top 10 Strategic Risks**

Dr David Hutton, Director Clinical Governance gave an overview of the Review of NNSW LHD Top 10 Risks. He advised the continued emerging risk from COVID-19 has been discussed at

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great length. This is a multi-dimensional risk and has been rated as Extreme (A), being the highest risk rating on the system.

Discussion followed around the possible increased rotation for Junior Medical Officers (JMO) and the work undertaken with the undergraduate rotations for more practicum experience in both regional and rural sectors.

A query was raised on the implications of finances regarding the cost of COVID-19 on the LHD budget. Mr Jones advised increased expenditure is expected, and the LHD will continue to monitor budget results whilst ensuring the additional costs associated with COVID-19 are reported individually.

Dr Alasdair Arthur left the meeting.

The Board **ENDORSED** the Review of NNSW LHD Top 10 Strategic Risks.

**Moved: Dr Allan Tyson**  
**Seconded: Mr Mark Humphries**  
**CARRIED**

### **3.2 Endorsement of the Acknowledgement of Traditional Custodians Plaques**

The Board noted the information in the brief.

The Chair queried whether the plaque should read “.....past, present and emerging *leaders*.” Mr Jones indicated the proposed wording had been drafted and approved by Aboriginal Elders in the community, however indicated he will follow up with Ms Kirsty Glanville, Associate Director Aboriginal Health Services.

The Board **ENDORSED** the Acknowledgement of Traditional Custodians Plaques following confirmation of the above wording with Ms Glanville.

**Moved: Ms Deb Monaghan**  
**Seconded: Dr John Moran**  
**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
- COVID-19 – see above

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- Bush Fire Recovery
  - Murwillumbah Rurality Status
  - Maclean Ward consolidation – decision has been deferred pending extensive community engagement and consultation.
  - Murwillumbah Emergency Department Nursing review – is in consultation but no changes during COVID-19 period.

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

- NNSW LHD Strategic Plan
- Correspondence from NSW Health System Purchasing and Performance Division noting the sustained improvement in Lismore Base Hospital Emergency Treatment Performance results.

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

Nil for this meeting

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

- Emergency Treatment Performance (ETP) during February 2020 was 75% against the target of 81%.
- Elective Surgery Access Performance - during February 2020, 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 90% against a target of 97%.
- NNSW LHD met triage targets 1, 4 and 5, marginally below triage category 2 and 3.
- Transfer of Care result for February 2020 was 89% against a target of 90%

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

- Clinical Excellence Commission, Directors of Clinical Governance and the Australian Council of Healthcare Standards have agreed all Health Service Accreditations will be deferred for a six-month period allowing staff/services to focus on COVID-19.

#### **5.1.6 Governance Update**

- Grafton Accreditation outcomes: following the development of the Clarence Radiology Action Plan – ACHS, the Accreditation assessors advised the Not Met will become Met with Recommendations.

#### **5.1.7 Capital Works/Planning Projects**

- Tweed Valley Hospital – Business case deferred due to COVID-19 crisis. Health Infrastructure will continue to progress on schematic design and is open to further clinician consultation once COVID-19 crisis has settled.
- Lismore Base Hospital – transitions almost complete across to the North Tower with positive reports from clinician, staff and patients regarding the new facilities.
- Grafton Base Hospital – meeting date secured with Mr Michael Coutts-Trotter, Secretary Department of Communities & Justice, Mr Peter Severin, Commissioner Corrective Services and Mr Tom Gellibrand, Head of Projects NSW, Infrastructure NSW to discuss the potential impact on social services and GBH.

#### **5.1.8 Matters for Noting**

- Due to COVID-19 all non-essential travel has been cancelled, postponement of face to face meetings for Community Advisory Groups and transition to telehealth modalities, cancellation of meetings/functions that require greater than 25 attendees and non-authorisation of all overseas travel.

#### **5.1.9 Important Meetings/ Diary Commitments**

- All meetings/events across NNSW LHD are cancelled or postponed and where possible reverting to tele/video-conferencing.

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

- Ballina Hospital ED refurbishment continues to progress well.
- Formal advice has been issued to all staff regarding the recent Federal advice around social distancing and meeting/group activity.
- Mr Jones responded to several queries regarding the NNSW LHD Strategic Plan
- Discussion followed around the information in the surgical dashboard statistics
- Mr Jones responded to a query around the possibility of undertaking strategic visioning/planning to capture the opportunities of how the future may look in health as the LHD moves through the current crisis.
- Susan Nancarrow asked if a register of models of care changes as a result of COVID-19 could be kept so we can continue to implement the changes underway.

#### **ACTION:**

**Mr Jones to organise a register of models of care changes as a result of COVID-19 in delivering healthcare and report back to the 28 October 2020 Board meeting.**

- Mr Jones indicated he is unaware at this stage, of any delays in the completion date to the Tweed Valley Hospital however this will depend on how the current crisis evolves.
- Mr Jones advised he will follow-up on the list of universities listed as attendees on the Collaborative Clinical Placement Committee in the NNSW LHD Strategic Plan and report back through the CE report.

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 March 2020.**

Professor Nancarrow gave a brief overview of the unconfirmed HCQRC minutes.

As part of the review of the agenda, the committee has moved to a model to ensure governance and quality around all clinical areas of responsibility.

The Chair spoke briefly around a recent RCA and concerns around escalation of care and sepsis pathway procedures.

General discussion followed around the escalation of care and not identifying the deterioration of care. Mr Jones advised he will request Dr David Hutton to present at the May 2020 HCQRC on what the NSW LHD is doing to manage this.

The Board noted the unconfirmed HCQCR minutes.

**5.2.2 Finance and Performance Committee (F&PC) – 18 March 2020.**

Mr Humphries gave a brief overview of the F&PC minutes.

General funds year to date is \$5.8M unfavourable with an end of year forecast \$10.9M unfavourable. Activity is up in the month of February.

Pavilion costs continue to rise with Mr Skinner to give an update at the next F & P meeting.

Mr Jones responded to a query regarding the LHD's COVID-19 associated expenses, advising it was too early to accurately gauge at present but will follow up with Mr Skinner on what expenses can be tracked at present.

The Board noted the unconfirmed F&PC meeting minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 12 March 2020**

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

Mr Jones responded to a query regarding clinicians being appointed with a condition on their appointment, advising this is monitored by Dr Timothy Williams, Executive Director Medical Services.

The Board noted the unconfirmed the MDAAC minutes.

**5.2.4 Audit and Risk Committee (ARC) – 4 March 2020.**

Mr Michael Carter gave a verbal update of the meeting noting the A&RC minutes will be submitted to the 29 April 2020 meeting.

A query was raised regarding the appointment of an Internal Auditor. Mr Jones advised this position has been advertised on several occasions with no suitable applicant. At this stage, there is no indication that the LHD will advertise in the near future acknowledging the good work undertaken by the current Audit Team.

The Board noted the Audit and Risk Committee Report to the Board 2019.

The Board noted the Charter for Audit and Risk Committee.

The Chair acknowledge the excellent work undertaken by Mr David Frazer, Chair, NSW LHD Audit and Risk Committee.

**5.2.5 Clinical Planning and Clinician Engagement – next meeting TBC.**

The Board noted the Clinical Planning and Clinician Engagement inaugural meeting is yet to be scheduled.

**5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 6 April 2020.**

The Board noted the next CPAC meeting will be 6 April 2020

**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 NNSW LHD Strategic Workforce Plan 2019 – 2024**

The Board noted the NNSW LHD Strategic Workforce Plan 2019 – 2024

**6.5 Business without notice**

- Professor Nancarrow gave a brief overview of the Governance Symposium in Sydney, 6 March 2020. Mr Peter Carter and Professor Nancarrow will provide an update brief on the Symposium to the 29 April 2020 Board meeting.

**ACTION:**

**Mr Peter Carter and Professor Nancarrow to provide an update brief on the Governance Symposium to the 29 April 2020 Board meeting.**

- The Board commended and thanked Mr Jones for his leadership and guidance to the staff and community of the LHD in such a difficult time.

**7. Meeting Finalisation**

**7.1 Next Meeting**

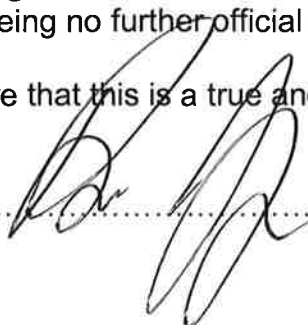
29 April 2020 9.00am – 1.00pm  
Via Teleconference

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 11.36am

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

Signed .....



Date 5/6/2020 .....



**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 MARCH 2020 COMMENCING AT 9.00am VIA TELECONFERENCE**

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Dr Brian Pezzutti  
Chair  
Northern NSW Local Health District Board