

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 27 NOVEMBER 2019 AT GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, HUNTER STREET, LISMORE COMMENCING AT 12.30pm**

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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

**In Attendance:**

Mr Wayne Jones, Chief Executive,  
Mr Ged May, Community Engagement Manager  
Ms Susan Palmer (Secretariat)  
Ms Kate Greenwood (Secretariat)  
Mr Matthew Long, Director Corporate Services (part of meeting)  
Dr Mike Lindley-Jones, Chair, Medical Staff Council, The Tweed Hospital (part of meeting)

**Apologies:**

Nil

**Via Teleconference:**

Ms Naree Hancock  
Dr John Moran  
Dr Allan Tyson  
Ms Deb Monaghan

**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 30 October 2019 as circulated were ENDORSED as a true and accurate copy:

**Moved:** Mr Pat Grier  
**Seconded:** Mr Mark Humphries  
**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 Dr Richard Buss, Director Workforce to arrange a presentation on the latest results of the 2019 People Matter Survey results and an update on local PMS Action Plans to the 27 November 2019 Board meeting.**

The Board noted Dr Richard Buss will incorporate the presentation on the 2019 People Matter Survey with the presentation on the work being undertaken by the Organisational Development and Learning Unit to the 29 January 2020 Board meeting. (see Item 2.3.2.4).

The Board noted the update of the 2019 People Matter Survey in Item 6.4.1.

**2.3.2.3 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.**

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

**ACTION:**

**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.**

**2.3.2.4 Mr Jones 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 to the 29 January 2020 Board meeting.**

The Board noted this presentation will now also include an update on the results of the 2019 People Matter Survey and local PMS action plans.

**ACTION:**

**Mr Jones 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 and update on the results of the 2019 People Matter Survey and local PMS action plans to the 29 January 2020 Board meeting.**

**2.3.2.5 Mr Jones to request Ms Vicki Rose to draft letters of thanks and congratulations for The Tweed Hospital Hip and Knee Program team for the Board Chairs' signature.**

The Board noted the letters of thanks had been forward on 25 November 2019.

**2.3.2.6 Mr Jones to draft a letter for the Board Chairs signature to Mr Greg Hunt, Federal Minister for Health regarding the classification decision for Murwillumbah.**

Please refer to Item 5.1.1

**2.3.2.7 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.**

**2.3.2.8 Mr Jones to request Mr Matthew Long, Director Corporate Services to prepare a brief on the actions being progressed across NNSW LHD to limit our carbon impact to the 27 November 2019 Board meeting.**

Mr Peter Carter spoke to the information in the brief acknowledging the steps taken to date internally across the LHD regarding practical day to day issues and initial processes around clinical sustainability.

Referring to his paper on Climate Sustainability and Healthcare, Mr Carter spoke of the three parts to address the impact of climate change:

- what we can do as good citizens every day to reduce our carbon footprint
- how to modify our behaviour, the way we work and materials used as member/staff of the NNSW LHD
- impact on the future health profile on patients and community, eg types of conditions that may be exacerbated by climate change and new problems.

Mr Long referred to the brief, outlining the sustainability changes around lighting, cooling and water initiated across the LHD through a contract with NSW Treasury and Honeywell. General discussion followed around the possible measures that could be undertaken with the LHD to reduce waste and strategies to incorporate the process into culture and research.

Mr Jones spoke briefly regarding the NSW Government's Climate Change Policy. He indicated he has requested Mr Long to work with Mr Peter Carter to provide a report on strategies the LHD can undertake to engage staff and other various stakeholders to drive broader change regarding environmental impact reduction.

**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.**

**2.3.3 Other Matters Arising from the Minutes**

Mr Jones responded to a query regarding the correspondence from the Tweed Council to Health Infrastructure regarding Water and Wastewater Headworks Contributions. He indicated Health Infrastructure is in the process of drafting a response to the Tweed Council regarding this matter.

**3. Matters for Decision**

Nil matters for decision

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#### 4. Chairman's Update

##### 4.1 Chairman's Calendar

The Board noted the Chairman's Calendar and the cancelling of the December 2019 Council of Board Chairs meeting.

#### 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 - Open Falls Prevention Forum in Ballina, meeting with LBH Medical Heads of Department to discuss various issues, meeting with NNSW LHD Emerging Leaders Program, meeting with Byron Central Hospital staff to discuss recent media issues relevant to hospital
- Bush Fires – update on bush fire conditions across the north coast and the impact on the staff who have experienced major property/housing losses or damage
- Indigenous Employment Roundtable – forum coordinated by Mr Kevin Hogan Federal Member for Page with various stakeholders to discuss Aboriginal employment initiatives.
- Quarter 1 Financial Results – Mr Jones referred to the correspondence from Mr Daniel Hunter, Deputy Secretary, Finance and Asset Management and Chief Financial Officer regarding Quarter 1 Financial Results and 2019/20 Efficiency Improvement Plans (EIP). General discussion followed on providing road maps to the Ministry of Health, with the Board agreeing for the Chief Executive to request a meeting with Mr Daniel Hunter, Deputy Secretary, Finance and Asset Management to discuss the EIP in further detail before presenting the required road maps.

##### **ACTION:**

**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.**

**Moved:** Dr Allan Tyson

**Seconded:** Ms Carolyn Byrne

**CARRIED**

- Meeting with Chris Gulaptis, Member for Clarence – Mr Jones gave a brief overview of his recent telephone meeting with Mr Gulaptis. He updated Mr Gulaptis on the Government commitment for 5000 additional nurses across NSW, additional resourcing in medical and Allied Health staffing and the sod-turning and funding around the Grafton Hospital re-development.

##### **ACTION:**

**The Board Chair requested Mr Jones meet with Mr Simon Draper, Chief**

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**Executive Infrastructure NSW in early 2020 to discuss NNSWLHD need for a secure unit at Grafton Base Hospital.**

- Murwillumbah Rurality Status – following a lengthy discussion regarding the Board Chair writing a letter of response to Mr Greg Hunt, Federal Minister for Health, it was agreed Mr Jones will request a meeting with Mr Mark Coulton, Minister for Regional Services, Decentralisation and Local Government to discuss the Murwillumbah Rurality Status in further detail.

**ACTION:**

**Mr Jones 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.**

**5.1.2 Update on Strategic Issues**

Nil for this meeting

**5.1.3 Matters for Approval**

Nil for this meeting

**5.1.4 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during October 2019 was 78.3% against the target of 81%.
- Elective Surgery Access Performance - During October 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 87% against a target of 97%.
- NNSW LHD met all triage targets except triage 2, 79% against a target of 80%.
- Transfer of Care result for October 2019 was 89% against a target of 90%

**5.1.5 Security, Risk and Compliance Update**

- Root Cause Analysis Compliance Update NNSW LHD is performing at 100% of RCA reports submitted within the 70-day target.

The Board noted the excellent work of by Dr David Hutton, Director Clinical Governance and his team in submitting 100% of all RCA reports within the 70 day target.

**5.1.6 Governance Update**

- NOUS Group Board Governance Workshop Summary

**5.1.7 Capital Works/Planning Projects**

- Tweed Valley Hospital
- Grafton Base Hospital Ambulatory Care Unit
- Evans Head HealthOne

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- Lismore Base Hospital

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

- Letter from Minister of Health, The Hon. Brad Hazzard MP congratulating NNSW LHD on the performance during the 2018-19 financial year.

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

- NNSW LHD Annual General Meeting – 10 December 2019, Kingscliff Bowls Club

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

- Responding to a query regarding the bush fire fundraiser, Mr Jones indicated the Executive Leadership Team is still in the process of seeking clarification on the best option moving forward within the next week.
- Elective surgery results continue to be a concern. The Chief Executive continues to monitor this and will report back to the Board in due course.
- A lengthy discussion followed around the Tweed Valley Hospital. Mr Jones gave a brief update on the recent meetings with various stakeholders and will continue to update the Board as further meetings are undertaken.  
General discussion followed around the demographic drivers influencing the decision process regarding The Tweed Hospital. Mr Jones indicated he will request the NNSW LHD Planning Department to attend a future Board meeting to discuss north coast demographics.
- A query was raised regarding the Board Governance Workshop papers in relation to the Combined Board meetings with North Coast Primary Health Network(NCPHN) purpose and direction. Mr Jones indicated he has raised this matter and the partnership agreement resigning with the NCPHN Chief Executive of several occasions and awaits a response.

#### **ACTION:**

**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 NNSW LHD and NCPHN and report back to a future Board 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 and Research Committee (HCQRC) – 12 November 2019.**

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

Ms Byrne spoke briefly on the paper tabled by Dr Hutton at the HCQRC meeting regarding data quality of hospital acquired complications. Ms Byrne gave a brief overview of the two reporting systems within health, being IIMS and QIDS and the data collected through these systems.

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Following the recent accreditation process in the Clarence, Ms Byrne indicated Dr Hutton and the Clinical Excellence Commission are in the process of reviewing medical imaging cases, with Dr Hutton completing a detailed risk assessment to forward to the Ministry of Health.

A brief discussion followed on the importance of incorporating research in the HCQRC meeting with Professor Nancarrow advising a workshop is planned for early December to discuss strategies on how this can be facilitated moving forward.

The Board noted the unconfirmed HCQCR minutes.

#### **5.2.2 Finance and Performance Committee (F&PC) – 20 November 2019.**

Mr Humphries gave a brief overview of the unconfirmed F & P committee minutes advising the NNSW LHD has once again engaged Pavillion to undertake further coding.

Premium labour cost impact for medical locums and overtime continues to be a concern now approximately around \$1.7M. This will continue to be monitored moving forward.

Own Source Revenue General Funds YTD October is \$0.5M favourable and admissions year-on-year up by 1547 or 4.7%.

Mr Humphries reiterated the quality and content of the revised finance papers has been initiated by Mr Brett Skinner, Director of Finance and Mr Peter Clarke, Associate Director Financial Services and acknowledged the excellent work undertaken by Mr Skinner and Mr Clarke. The reporting system has been adopted by the Ministry of Health and will be implemented across LHD's state-wide.

The Board noted the F&PC unconfirmed minutes.

#### **5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 14 November 2019**

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

A brief overview was given of the recent staff specialists appointment across the LHD.

General discussion followed on the process involved around exit interviews, with D Tyson advising it is not a requirement of staff leaving the LHD to undertake an exit interview.

The Board noted the unconfirmed the MDAAC minutes.

Dr Pezzutti left the meeting.

#### **5.2.4 Audit and Risk Committee (ARC) – *next meeting 4 December 2019.***

The Board noted the next Audit and Risk Committee will be held on the 4 December 2019.

#### **5.2.5 Clinical Planning and Clinician Engagement – TBA December 2019**

The Board noted the Clinical Planning and Clinician Engagement meeting will be held in December with a date to be confirmed.

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

The Board noted the next CPAC meeting will be held 9 December 2019.

**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 Update results People Matter Survey 2019**

The Board noted the People Matter Survey 2019 results update.

**6.5 Business without notice**

- Dr Tyson updated the Board on the Clarence Correctional Facility advising SERCO will acquire control in January 2020.
- Ms Carolyn Byrne requested leave from 1-31 March 2020.

Dr Arthur gave a brief critique of the meeting.

**7. Meeting Finalisation**

**7.1 Next Meeting**

29 January 2020  
12.00pm – 4.00pm  
Ground Floor Meeting Room  
Crawford House  
Hunter Street, Lismore

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 3.25pm

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

Signed .....



Date ..... 29 JAN 2020

Dr Brian Pezzutti  
Chair  
Northern NSW Local Health District Board



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**12.30pm – Dr Mike Lindley-Jones, Chair, Medical Staff Council, The Tweed Hospital**

Dr Lindley- Jones addressed the Board, outlining concerns raised by The Tweed Hospital Medical Staff Council regarding the development scope of the new Tweed Valley Hospital. Dr Lindley-Jones spoke briefly on the several business cases being proposed by the Ministry of Health, through Health Infrastructure with variations on costs and service levels.

Following a brief power-point presentation outlining demographics, floor space, bed numbers and costings, Dr Lindley-Jones reiterated the view of the Tweed MSC, who are in support of Option 3 and requested the Board support this decision.

The Board Chair advised Dr Lindley-Jones the Board openly supports the Tweed MSC in relation to the preference of Option 3 and advised that consultation is still being undertaken with relevant stakeholders to determine the final funding allocation.

The Chair thanked Dr Lindley-Jones for addressing the Board.