
The Chair opened the meeting and acknowledged the Traditional Owners of this Land. He also paid his respects to the Elders both past and present. He extended his respect to other Aboriginal people and colleagues present today.

1. In-camera Session

An in-camera session was not required.

2.1 PRESENT AND APOLOGIES:

Board Members:

Dr Brian Pezzutti (Chair), Mr Mark Humphries, Ms Carolyn Byrne, Dr John Griffin, Dr Alasdair Arthur, Mr Peter Carter, Mr Michael Carter, Dr Allan Tyson, Ms Deb Monaghan, Mr Pat Grier, Ms Naree Hancock and Dr John Moran,

Via Skype/Teleconference:

Professor Susan Nancarrow

In Attendance:

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

Apologies:

Nil

Declaration of Pecuniary and/or Conflicts of Interest

Ms Hancock advised of her potential conflict of interest as a NCPHN Board member in relation to a discussion on 5.1.2 Strategic Priority Integration Through Partnerships. Ms Hancock also advised as of the 31 December 2020, her prior conflict of interest declaration concerning employment with the UCRH will cease.

Dr Moran also advised of his potential conflict of interest as a NCPHN Board member in relation to a discussion on 5.1.2 Strategic Priority Integration Through Partnerships.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 30 September 2020 as circulated were ENDORSED as a true and accurate copy.

Moved: Ms Carolyn Byrne

Seconded: Mr Mark Humphries

CARRIED

2.3.2 Business Arising from the Minutes:

2.3.2.1 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 spoke to the NNSW LHD's COVID-19 Response: Reflections and Insights document that provides a record and celebrates the LHD's achievements in

responding to COVID-19 with lessons learnt and how the LHD can build upon this period of rapid change.

Mr Jones advised whilst this document is not a comprehensive review of the extensive work undertaken during the pandemic, a detailed account of every change and action taken during COVID has been recorded.

Following an Executive workshop, facilitated by NOUS in July 2020, discussion was held on which initiatives would become business as usual, those requiring further analysis and those which would be discontinued. This detailed document will be submitted to the 24 February 2021 Board meeting.

ACTION:

Mr Jones to provide a brief on the COVID-19 Changes Executive Action Plan to the 24 February 2021 Board meeting.

Mr Jones advised discussions had been held on how to acknowledge both individuals and teams that have gone above and beyond in responding to COVID. Further consideration on the logistics that need to be taken into account due to the vast number of staff to be recognised will be further discussed by Executive Leadership Team in early 2021.

The Board **APPROVED** the NSW LHD COVID-19 Response: Reflections and Insights document for release.

2.3.2.2 Mr Jones to provide a brief on options for the Chairs of the Medical Staff Council and Clinical Heads of Department from across the LHD to engage with the Board on a regular basis including a structure for Allied Health and Nursing Forum representatives to report to the Board to the 28 October Board Meeting

Mr Jones spoke to the information in the brief giving an overview of the proposed option for Medical Staff Council (MSC) and Clinical Heads of Department (CHOD) Chairs, Nursing and Allied Councils to present to Board meetings on a regular basis.

It was agreed, commencing 2021, for relevant MSC and CHOD Chairs to be officially invited to attend the relevant Board meetings and present to the Board prior to submitting any questions or requests to the Chief Executive one week prior to the meeting. Allied Health Council and Nursing Council representatives will be invited to present to the Board on an annual basis on their achievements during that year.

The importance of broad clinician engagement was discussed with the view of the Board holding an Annual dinner meeting and inviting MSC, CHOD's, LHD Executive and Nursing and Allied Health Council representatives to attend.

ACTION:

Mr Jones is to draft a letter of response to Mr Chris Ingall, Chair, Lismore Base Hospital, advising of the Board's decision to meet with MSC, CHOD's Nursing and Allied Councils on a regular basis.

Mr Jones is to also correspond with the Chairs of all NNSWLHD MSCs, CHODS, Nursing and Allied Health Council advising that they will be invited to present to the Board on a regular basis.

2.3.2.3 Mr Jones to request further information from Health Infrastructure on the sustainability strategies being incorporated into the construction of the Tweed Valley Hospital and report back to a future Board meeting.

The Board noted the letter to Mr Mark Brockbank, Project Director North Coast, Health Infrastructure dated 15 October 2020 seeking advice on climate sustainability measures being incorporated into the Tweed Valley Hospital development.

Mr Jones indicated he has spoken to Ms Rebecca Wark, Chief Executive, Health Infrastructure and Mr Brockbank, and they will prepare further information regarding the Board's request which will be provided via the Chief Executive report to the 25 November 2020 Board meeting.

2.3.2.4 Mr Jones to request Mr Matthew Long, Director Corporate Services to provide an update brief on the Education, Training and Research Partnership Strategy for Tweed Valley Hospital to the 24 February 2021 Board meeting.

The Board noted this will be submitted to the 24 February 2021 Board meeting.

ACTION:

Mr Jones to request Mr Matthew Long, Director Corporate Services to provide an update brief on the Education, Training and Research Partnership Strategy for Tweed Valley Hospital to the 24 February 2021 Board meeting.

2.3.2.5 Mr Jones to request Mr Matthew Long, Director Corporate Services provide the draft NSW LHD Strategic Service Directions to the 28 October 2020 Board meeting.

Mr Jones advised the draft NSW LHD Strategic Service Directions will be submitted to the 25 November 2020 meeting.

ACTION:

Mr Jones to request Mr Matthew Long, Director Corporate Services provide the draft NSW LHD Strategic Service Directions to the 25 November 2020 Board meeting.

2.3.2.6 Mr Jones is to draft a letter of congratulations for the Board Chair's signature thanking Dr Abbey Perumpanani and the Opioid Prescription Treatment Program working group for their excellent work in identifying initiatives around opioid prescription medications.

The Board noted the letter to Dr Abbey Perumpanani was forwarded on 21 October 2020.

2.3.2.7 Mr Jones to request Mr Dan Madden, General Manager Grafton Base Hospital to provide a Brief on the impact the Clarence Correctional Centre is having on Grafton Base Hospital to the 28 October 2020 Board meeting.

Mr Jones spoke on the concerns that have arisen with the operational and clinical challenges being managed by the Grafton Base Hospital since the opening of the Clarence Correctional Centre.

2.3.2.8 Mr Jones to organise a workshop with Board members and ELT before the end of October 2020 to discuss the 2020/21 NSW LHD budget strategies.

The Board noted the workshop was held on 15 October 2020.

2.3.3 Other Matters Arising from the Minutes

Nil matters arising from minutes

Matters for Decision

3.1 Proposed 2021 Board meeting dates

The Board **AGREED** on the dates for the 2021 Board meetings.

Discussion followed around COVID restrictions and limited venues across the LHD that can accommodate capacity for face to face meetings with teleconference/skype facilities.

The Board discussed the importance of utilising LHD facilities for the purpose of engaging and being seen by staff.

The Board agreed the January 2021 meeting will be held in Lismore, February in Murwillumbah and Grafton in March. Locations and venues for the remainder of the Board meetings will be advised when confirmed noting that COVID physical distancing restrictions will need to be maintained.

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
- Coronavirus Update
 - Queensland / NSW Border
 - Intensive Care capacity
 - Northern Border Recovery Committee
 - Intensive care capacity
 - Staff/Community Communication
 - Personal Protective Equipment Governance Committee
 - Testing – mobile COVID testing clinic has been established in Byron Bay due to the expected increased visiting population at this time of year
 - Residential Aged Care Facilities – NSW LHD continues to work effectively with local aged care providers to ensure preparation and responsiveness to any outbreak in the community. Infection Protection Control training to RACF partners has commenced in accordance with advice from MOH.
 - Budget Performance
 - 2020/2021 Service Agreement – negotiations with the MOH have commenced for the period January 2021 – June 2021.

5.1.2 Update on Strategic Issues

-
- **Strategic Priority Integration Through Partnerships** – North Coast Collective Draft Governance Structure. The Chief Executive provided a verbal update.

5.1.3 Matters for Approval

Climate Sustainability & Healthcare – the Board noted the information in the brief regarding the position statement which has been designed to communicate the intent to manage climate risk and to engage the staff on the topic.

The Board **APPROVED** the proposed NSW LHD Position Statement on Climate Sustainability and Healthcare.

The Board acknowledged the excellent work and dedicated commitment of Mr Matthew Long, Director Corporate Services and his team around Climate Sustainability and Healthcare.

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during September 2020 was 75% against the target of 81%.
- Elective Surgery Access Performance - during September 2020, NSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1 was 100% against a target of 100%, Category 2 was 82% against a target of 97% and Category 3 was 62% against a target of 97%.
- NSW LHD met all triage targets with all triage categories equal to or greater than the September 2019 results
- Transfer of Care result for September 2020 was 91% against a target of 90%.

5.1.5 Security, Risk and Compliance Update

Climate Risk Assessment – Mr Peter Carter gave an overview of the information in the brief. The Board noted the NSW LHD initial climate risk assessment was developed as a component of the LHD Corporate Governance and Climate Risk Framework.

5.1.6 Governance Update

- **2020 NSW LHD Safety and Quality Account** – a brief discussion followed around the Safety and Quality account with the following amendments to be made:
 - The population of the seven SLA's below Tallebudgera Creek represent 60,000 people attending NSW LHD facilities.
 - North Coast is the third highest tourist destination in Australia
 - Include Improving Nursing Home and medical reviews

The Board **ENDORSED** the 2020 NSW LHD Safety and Quality Account with the above-mentioned amendments.

- **Local Health District Board Refresh** - The Board noted the information from Ms Elizabeth Koff, Secretary NSW Health regarding the NSW LHD Board refresh.
- **Northern NSW LHD Board Report** – the Board noted the September 2020 NSW LHD Board report.

5.1.7 eHealth Update

-
- iPads deployed to more clinical areas for patients to use to stay in touch with family and carers.
 - Completed the conversion to NBN for Casino Hospital and Yamba Community Health Centre
 - Commenced installing the new Ballina Nurse Call system.
 - Work continues with Mid North Coast LHD regarding options to upgrade the out-dated version of the MOSAIQ Cancer Care Electronic Medical Record

5.1.8 Capital Works/Planning Projects

- **Tweed Valley Hospital** – Consultation continues through Project User Groups. Activity Based Working concept will be implemented in the new TVH development with any concerns to be addressed through the TVH Project Team.
- **Grafton Base Hospital (GBH)** – The Ambulatory Care Unit move has been completed. Dr Allan Tyson gave a verbal update on the visit by John Barilaro, Deputy Premier of NSW who announced the NSW Government commitment to allocate funding for the completion of clinical and facility planning and progress the main works tender to ensure the redevelopment commences prior to March 2023.
- **Coraki Hospital** – assessing of commercial value of land has commenced prior to entering negotiations with interested agencies to how grounds can be used moving forward.
- **Ballina District Hospital** – updating of the Clinical Services Plan is progressing with input from key stakeholders.
- **Byron Central Hospital** –
 - **Coledale Consulting** - Following further correspondence with the NSW Minister of Health's Office NNSWLHD has agreed to progress a formal assessment of need in relation to public and private mental health demands to inform any further progression of the Coledale Consulting request to lease land with the view of establishing a private mental health unit.
 - **Developer request for road access** – a letter to the developer outlining alternate access options has been drafted and following consultation with the Byron Consumer Advisory Group on the 10 November 2020, the letter (pending revisions) will be forwarded to the developer.

5.1.9 Matters for Noting

Implementation of iMS+ is now live across NNSW LHD as of 19 October 2020.

5.1.10 Important Meetings/ Diary Commitments

- All meetings/events across NNSW LHD are being critically reviewed with the view to cancelling/ postponing or reverting to video-conferencing/Skyping to support the implementation of the social distancing principles.

5.1.11 Questions for the Chief Executive without Notice

- Following a discussion around the NSW Government's financial commitment to capital works in NNSW LHD footprint, The Board requested that a letter of thanks is forwarded to the Hon Gladys Berejiklian MP, Premier of NSW, The Hon Brad Hazzard MP, NSW Minister for Health and Medical Research and The Hon John Barilaro MP, Deputy Premier of NSW.

Discussion followed around the Clinical Services Plan for Grafton Base Hospital and the redevelopment process with Mr Jones advising recruitment will commence soon for an additional NSW LHD Planner that will be tasked to undertake the GBH planning.

ACTION:

- **Mr Jones to draft a letter of thanks for the Board Chair's signature to Hon Gladys Berejiklian MP, Premier of NSW, The Hon Brad Hazzard MP, NSW Minister for Health and Medical Research and The Hon John Barilaro MP, Deputy Premier of NSW for their commitment to the capital works with the NSW LHD footprint.**

- Mr Jones provided a brief overview on the FACEM and JMO positions in Grafton.
- Mr Jones responded to a query regarding the scanning of anaesthetic records and indicated he would provide further information to the 25 November 2020 Board meeting.

ACTION:

Mr Jones to request Mr Matthew Long, Director Corporate Services provide information on why the scanning of anaesthetic records cannot be uploaded to the electronic medical records to the 25 November 2020 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) – 13 October 2020.

Ms Byrne referred to elective surgery figures and noted that whilst this data is captured in the Chief Executive Report's surgical dashboard and the Finance and Performance Committee (F&PC) minutes, it was suggested that more narrative is provided to explain the data.

Mr Jones suggested the data continue to be reported via the F&PC Minutes.

Ms Byrne advised that further discussion took place regarding the reporting of RCA's and it was agreed they will continue to be presented as they currently are with more focus the implementation of the recommendations.

Mr Jones is to schedule a meeting with Ms Lynne Weir, Director Clinical Operations, Ms Diedre Robinson, General Manager Mental Health, Alcohol and Other Drugs and Dr David Hutton, Director Clinical Governance and Ms Byrne to discuss a consistent format on reporting of RCA's moving forward.

Mr Jones responded to a query around the increase in figures for malnourishment in Some areas of the LHD advising he will provide further feedback through the HCQRC.

The Board noted the unconfirmed HCQRC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 21 October 2020.

Mr Humphries provided a brief overview of the minutes noting the unfavourable position three months into the financial year and the projected EOY result.

Mr Humphries spoke on the Finance workshop held this month with the Executive Leadership

Team and the importance of vigilance and due diligence at such an important time with the Management of the pandemic and associated impact on the budget.

Mr Jones reported on the need to progress a more robust "Grip and Control" strategy to help monitor and manage the budget LHD budget Recovery Program. Mr Jones noted that when the details of the strategy have been finalised, a brief will be presented to the Board for consideration.

General discussion followed around the cost of COVID to date across the LHD with these costs being siloed separately from all other general budget measures and will be monitored closely by the MOH.

Mr Humphries responded to a query regarding coding advising that the LHD is reviewing the possibility to re-engage Pavilion to oversight our coding performance.

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 8 November 2020

Dr Tyson gave an overview of the minutes advising of the recent appointments and resignations across the LHD.

Dr Tyson advised of the e-credential system that has now been implemented across NSW. This system allows for credentials to be collected and entered at one place and remain on a constant record for other LHD's.

Dr Tyson spoke on the new procedures around radiology appointments since the implementation of the new single provider for medical imaging across the LHD.

The Board noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee (ARC) – 2 September 2020 and 17 September 2020 Special Finance.

Mr Michael Carter spoke briefly on the minutes advising the recent audit noted two areas of interest being Health Roster and excessive annual leave. These issues are also being monitored at a wider level across the state and not only NNSW LHD.

Mr Michael Carter advised a discussion was held around Workplace Health and Safety and the importance of staff being supported in transitioning to retirement who may be challenged with the physical nature of some aspects of their roles.

The Board noted the 2 September 2020 and 17 September 2020 Special Finance minutes.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – next meeting 17 November 2020.

The Board noted the next CPCEC meeting will be held 17 November 2020.

5.2.6 Community Partnership Advisory Council (CPAC) – 12 October 2020

Mr May gave a brief overview of the minutes advising discussion continues around the possibility of returning to face to face for community gatherings and will be guided by the

NNSW LHD COVID Operational Planning and Policy Governance Committee.

CPAC has been underway for approximately a year and an evaluation questionnaire has been distributed to give members an opportunity to comment on its progress.

Mr May advised the recent REACH presentation was well received by CPAC.

The Board noted the unconfirmed 12 October 2020 CPAC 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 with the addition of the 16 December 2020 Finance and Performance meeting.

6.4 Other matters for noting

Nil matters for noting

6.5 Business without notice

Following a query from Dr Moran regarding a readily accessible list of out-patient clinics across the LHD with pathways and entry ways, Mr Jones advised he will follow up and forward to Dr Moran as soon as available.

ACTION:

Mr Jones to provide a readily accessible list of out-patient clinics across the LHD with pathways and entry ways to all GP's practices across the LHD footprint.

Mr Peter Carter gave a brief overview of the meeting.

7. Meeting Finalisation

7.1 Next Meeting

25 November 2020
Crawford House
Lismore

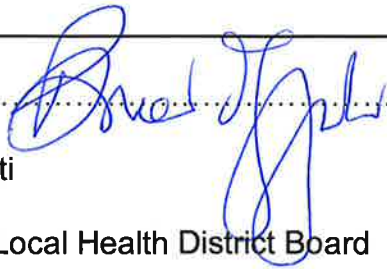
7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 2.45pm

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 28 OCTOBER 2020 COMMENCING AT 11.30AM AT GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, HUNTER STREET, LISMORE

Signed



Date ...

23.11.2020

Dr Brian Pezzutti

Chair

Northern NSW Local Health District Board