

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 SEPTEMBER 2019 AT BALLINA EDUCATION CENTRE, BALLINA HOSPITAL, CHERRY STREET, BALLINA COMMENCING AT 8.45am

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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 held to discuss a recent media item.

The Board agreed for Dr Timothy Williams to be present during this discussion.

2.1 PRESENT AND APOLOGIES:

Mr Mark Humphries (Acting Chair), Dr Allan Tyson, Mr Michael Carter, Mr Peter Carter, Ms Carolyn Byrne, Mr Pat Grier, 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)

Dr Timothy Williams, Executive Director Medical Services (EDMS)

Mr David Wright, Mayor Ballina Shire Council (part of meeting)

Apologies:

Dr Brian Pezzutti (Annual Leave)

Ms Deb Monaghan (Indigenous Nurses Conference)

Dr John Moran (Annual Leave)

Via Teleconference:

Ms Naree Hancock

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 28 August 2019 as circulated were ENDORSED as a true and accurate copy with the following amendments:

Item 5.1

“Mr Jones provided in confidence advice to the Board that a private entity near The Tweed Hospital is considering establishing a PET CT service in 2020. Mr Jones noted that considering the pressure on the Tweed Valley Hospital capital budget that consideration needs to be given to accessing this service in lieu of developing a further service only a few kilometres away from the privately established service. Mr Jones advised the Board that this was not the preferred option of the Medical Staff Council but emphasised that the demands on the current budget require critical review of all aspects of the new build but acknowledged further discussions will be required with all parties prior to a final decision.”

Item 5.1.7

“Following further discussion on Len’s Story and the Brief provided by Ms Lynne Weir it was requested that further actions be taken in response to the risks noted in this story. Mr Jones has proposed to use Len’s Story as a learning opportunity with staff from relevant departments on how their care and actions can be perceived by patients and to ensure appropriate education around communication, IVC insertion/management and dietary needs are addressed.”

Moved: Mr Michael Carter

Seconded: Mr Peter Carter

CARRIED

2.3.2 Business Arising from the Minutes:

2.3.2.1 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.

Mr Jones spoke to the information in the brief noting that costings had not been included. Following a lengthy discussion around these services at Murwillumbah District Hospital, Mr Jones advised the current revised model of Midwifery Group Practice will be monitored over the next six months.

Mr Jones is to provide costing and activity information and report back to the 30 October 2019 Board meeting.

ACTION:

Mr Jones is to submit a brief on budget allocation of birthing services including associated activity at Murwillumbah District Hospital for the 2018/19 year to the 30 October 2019 Board meeting.

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

The Board noted this will be submitted to the 30 October 2019 Board meeting.

ACTION:

Mr Jones to provide a brief on the nine Aboriginal Allied Health positions currently under recruitment to the 30 October 2019 Board meeting.

2.3.2.3 Mr Jones to make enquires with the Department of Premier and Cabinet about the scheduling of a new date for a meeting with relevant agencies and other stakeholders regarding the impact of the Clarence Correctional Facility.

Please refer Item 5.1.1 Chief Executive report.

2.3.2.4 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.

This will be presented to the 27 November 2019 Board meeting.

ACTION:

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.

2.3.2.5 Mr Jones to request Ms Deidre Robinson, General Manager Mental Health, Drug and Alcohol to present on the Borderline Personality Disorder Treatment Program to a future Board meeting.

The Board noted the presentation will be provided to a future Board meeting in 2020.

2.3.3 Other Matters Arising from the Minutes

Nil matters arising from the minutes

3. Matters for Decision

3.1 NSW LHD Delegations Manual

Mr Jones gave a brief overview on the NSW LHD Delegations Manual outlining the work undertaken by Mr Tim Lawson, Manager, Commercial and Contracts. Following a review of the manual, the Executive Leadership Team requested it be endorsed by the Board.

Mr Jones responded to a query regarding the approval process of annual leave. He also advised the high level of secondments across the LHD demands that the delegation around secondment remains under review and requires some modification.

The Board ENDORSED the NSW LHD Delegations Manual with the following amendment on page 1, paragraph 2 to now read ".....reflects the *principles* in NSW..."

Moved: Ms Carolyn Byrne

Seconded: Mr Peter 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 referred to the issues that were covered in the Chief Executive's Report including:

5.1.1 Current and Significant Issues

- Clinician Engagement
- Audit and Risk Committee Membership – following concerns raised around the number of Board members' nominations on the Audit and Risk Committee and a review of the Audit and Risk Charter, the Board Chair has proposed that Mr Michael Carter be the only Board member to sit on the Audit and Risk Committee.
- Clarence Correctional Centre (CCC) - the scheduled multi-agency meeting to discuss the potential impacts of the CCC will not proceed. Senior staff from Corrections NSW will be requested to attend a future Regional Leadership Group meeting. Following a

meeting with Mr Jones, Dr Pezzutti, Mr Glenn Scholes, Chief Executive, CCC and Mr Stephen Joyce, Health Service Manager, CCC it was agreed they will seek approval to release their internal health service plan and would continue to advocate for the development of a secure unit in the redevelopment of the Grafton Base Hospital.

- Finance and Performance – volume of activity continues to have a significant financial impact. Discussion followed regarding concerns of targets not being met, especially around Lismore Base Hospital (LBH) Emergency Treatment Performance (ETP) results.

Mr Jones has requested Ms Weir, Director Clinical Operations to undertake a review of the ETP results and strategies at LBH.

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 27 November 2019 Board meeting.

5.1.2 Update on Strategic Issues

- NNSW LHD Ministry of Health August 2019 Board Report

5.1.3 Update on Strategic Plan Implementation

- NNSW LHD Strategic Plan was officially launched prior to the 25 September 2019 Board meeting. Regular quarterly updates will be provided to Board meetings.

5.1.4 Matters for Approval

Nil for this meeting

5.1.5 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during August 2019 was 78% against the target of 81%.
- Elective Surgery Access Performance - During August 2019, NNSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1, 100% Category 2 was 90% against a target of 97% and Category 3 was 90% against a target of 97%.
- NNSW LHD met all triage targets. Triage categories 1 and 2 were greater than the August 2018 results.
- Transfer of Care result for August 2019 was 90% against a target of 90%.

5.1.6 Security, Risk and Compliance Update

- Mr Jones gave a brief update on the recent security incident at LBH and advised the Board he has personally spoken to the nurse and that she is recovering well from the incident.

5.1.7 Governance Update

- NNSW LHD Quarterly Performance Review with the Ministry of Health took place 21 August 2019.

5.1.8 Capital Works/Planning Projects

- Coraki Hospital – Mr Jones reported on his recent meeting with several Coraki residents to discuss concerns over the decision not to transfer ownership of the Conference Centre to the Coraki Golf Club. Following a discussion around recruiting a General Practitioner (GP), it was agreed that a specific marketing campaign would be undertaken with the NCPHN in attempt to recruit a GP to the township. Mr Jones advised the rural LHD Chief Executives recently engaged the Rural Doctor's Network to undertake a mapping exercise for General Practitioners.
- Lismore Base Hospital North Tower
- Evans Head HealthOne
- Tweed Valley Hospital – a meeting is being co-ordinated by the Minister's Office, Health Infrastructure, NSW Ministry of Health, Medical Staff Council (MSC) members and NNSW LHD to discuss concerns raised by MSC members around the scope of the build.

5.1.9 Matters for Noting

- Resignation of Mr Stephan Rodwell, Chief Executive Far West LHD
- Closure of Grafton Correction Centre in mid 2020.
- Lodging a complaint/ compliment – Mr Jones referred to the document and process patients and carers follow when lodging a complaint or compliment to the LHD.

5.1.10 Important Meetings/ Diary Commitments

- NSW Health Awards will be held in Sydney on 10 October 2019 with NNSW LHD being a finalist in the Value Based Care category.
- Community Engagement Conference will be held 21 November 2019 at Ballina RSL, with publicity for the event to commence shortly.

5.1.11 Questions for the Chief Executive without Notice

- Following a suggestion from Mr Humphries, it was agreed the Board undertake rounding at the LBH before the 27 November Board meeting.
- Dr Tyson gave a brief update of the on upcoming closure of Grafton Correctional Centre. A discussion followed around the need for a secure unit within the GBH. Mr Jones indicated that he expects he will have further information on this following feedback from the Clarence Correctional Centre Steering Committee that Dan Madden, General Manager GBH now attends.
- Mr Jones outlined the undertaking for the LHD regarding the implementation of the Government's election commitment to increase Nursing Hours Per Patient Day (NHPPD) in Casino and Maclean Hospital commencing February 2020.
- Mr Jones referred to the Performance Review item in the Ministry of Health August 2019 Board report and advised that regular Performance Reviews are promoted and undertaken across the LHD regularly. The Board Report only reflects the Performance Reviews that have been uploaded into Stafflink. The NNSW LHD has created an e-Performance Review template for clinicians and non-clinicians to use moving forward. These documents can be uploaded into Stafflink, and this will see a significant uplift in the figures being reported in the Ministry of Health Board report over the next 12 months.

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- Mr Jones spoke of the additional staff recruited to the Workforce Learning and Development Unit to support staff education, training and development.

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 to the 29 January 2020 Board meeting.

Mr Pat Grier 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) – 10 September 2019.

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

General discussion followed around the RCA recommendations Item 6.3. The Board asked that an additional action is considered by the HCQC for narratives to be provided for unmet RCA recommendations. The Board agreed that the HCQC consider and record this request at its next meeting.

Moved: Dr Allan Tyson

Seconded: Dr Alasdair Arthur

CARRIED

Discussion followed around a particular RCA and the escalation of care between hospitals. The viability and sustainability of a trauma plan on-call roster system, for specialised practitioners was discussed. Mr Jones indicated that Dr Williams, Executive Director Medical Services will review this process as part of his role.

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 18 September 2019.

Mr Humphries gave a brief overview of the unconfirmed F & P committee minutes.

General Funds August YTD \$1.903M unfavourable. Some significant factors impacting the Expense result includes increased activity, medical locums and over-time.

A lengthy discussion followed around the concerns of the projected shortfalls in the LHD budget. Mr Jones spoke of the increased activity and the demands this is putting on all LHD budgets across the state.

The Board noted the F&PC unconfirmed minutes.

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

Dr Tyson spoke to the MDAAC minutes providing a brief overview of recent appointments, including the changes to the Terms of Reference around the appointment of dentists.

It was noted a certificate of recognition has been forwarded to Dr Richard Cherry, VMO Specialist Paediatrics and Neonatology on his resignation.

The Board noted the unconfirmed MDAAC minutes and the reviewed MDAAC Terms of Reference.

5.2.4 Health Services Development Committee (HSDC) – no further meetings due to changes to the Board sub-committee structure.

5.2.5 Audit and Risk Committee (ARC) – 4 September 2019.

The Board noted the 4 September 2019 Audit and Risk Committee minutes will be submitted to the 30 October 2019 Board meeting. Mr Michael Carter gave a brief overview of the meeting, advising the outstanding Audit recommendations are very minimal and are being addressed on a timely basis.

5.2.5(a) Special Finance Audit and Risk Committee – 27 August 2019

Mr Michael Carter indicated this meeting was a summation of the previous work undertaken with the financial accounts.

The Board noted the unconfirmed Special Finance Audit and Risk Committee minutes

5.2.6 Clinical Council (CC) – 17 September 2019.

The Board noted the Clinical Council meeting minutes.

5.2.7 Community Partnership Advisory Council (CPAC) – *next meeting 21 October 2019.*

The Board noted the next CPAC will be held 21 October 2019.

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 8 October 2019*

The Board noted the next APM meeting will be held 8 October 2019.

5.2.10 Mental Health Forum (MHF) – *next meeting 30 September 2019.*

The Board noted the next MHF will be held 30 September 2019.

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

Professor Nancarrow gave a brief overview of the meeting. This was the last meeting for the Committee before combining with HCQC. The Committee discussed the importance of maintaining the focus of research when combining the two committees. Ms Byrne advised HCQC is having an external review undertaken of the agenda to ensure the incorporation of the necessary agenda items including research.

The Board noted the unconfirmed RSAC minutes.

5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) – next meeting 10 October 2019.

The Board noted the next DACAC meeting will be held 10 October 2019.

5.2.13 NNSW LHD Health Emergency Management Committee (HEMC) – next meeting 14 November 2019.

The Board noted the next HEMC meeting will be held on 14 November 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 NNSW LHD Disability Inclusion Action Plan

The Board noted the changes to the NNSW LHD Disability Inclusion Action Plan.

A query was raised regarding the methodology of the statistics on page 5. Mr Jones advised he will follow this up with Ms Vicki Rose, Director, Integrated Care and Allied Health Services.

6.4.2 NNSW LHD Strategic Workforce Plan

The Board noted the NNSW LHD Strategic Workforce Plan

6.5 Business without notice

Dr Tyson's referred to a recent meeting with a colleague at Northern Sydney Local Health District, who has undertaken perioperative audits on the new anaesthetic eMR at Royal North Shore Hospital that has identified significant uplift in NWAU from improved documentation and coding. Mr Jones advised that Dr David Scott is acquiring information from Queensland Health on anaesthetic software and will contact Dr Scott to obtain an update.

Mr Michael Carter gave a brief critique of the meeting.

7. Meeting Finalisation

7.1 Next Meeting

9.00am -1.00pm

30 October 2019

The Tweed Hospital

Florence Street, Tweed Heads

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7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.05pm

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

Signed

Date

30/10/19

Mr Mark Humphries
Acting Chair
Northern NSW Local Health District Board

8.45am – 9.05am Mr Timothy Williams Executive Director Medical Services (EDMS)

Dr Williams gave a brief overview of his career before joining the LHD. He spoke of his responsibilities in several of the roles he has undertaken across various states of Australia.

Dr Williams spoke of the importance in clinician engagement being a key role for the EDMS, to ensure the LHD can benefit from the skills and experience the clinicians have.

The large geographical area of NNSW LHD and securing a stable medical work force will pose some challenges, however, Dr Williams outlined ideas and opportunities that will come from this.

Dr Williams reiterated the strong relationship with the North Coast Primary Health Network to ensure integrated and continuity in patient care.

The Board thanked Dr Williams for attending the Board meeting.

9.05am – 9.35am Mr David Wright, Mayor, Ballina Shire Council (part of meeting)

Mayor Wright spoke briefly regarding the increased growth in the Ballina Shire and the importance of ensuring all future infrastructure is outside the flood zones.

He gave a brief overview of expenditure across different council facilities, to accommodate the growth and ensure recurrent visitors to the Shire to keep the economy moving.

Mayor Wright expressed the difficulty over the years of securing Demographers to undertake a study across the region outlining the expected growth, which is now underway. He reiterated to the Board, any future health infrastructure plans should take the large population growth of the Shire into consideration.

General discussion followed around the growth across all the valleys in the Northern Rivers and the various challenges associated with this

The Mayor thanked the Board for the opportunity to address them.