

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 MAY 2022 COMMENCING AT 9.00AM, MANTRA TWIN TOWNS, CNR WHARF & GRIFFITH STREETS, TWEED HEADS.**

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The Chair opened the meeting and Mr Monaghan 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:** Mr Mark Humphries (Chair), Mr Peter Carter, Mr Michael Carter, Dr John Griffin, Dr Alasdair Arthur, Ms Carolyn Byrne, Mr Scott Monaghan, Mr Thomas George, Mr Pat Grier, Ms Naree Hancock, Dr Allan Tyson

**Via Teleconference:**

**Board Members:**

Professor Susan Nancarrow

**Apologies:**

Dr John Moran

**In Attendance:**

Mr Wayne Jones, Chief Executive  
Ms Lynne Weir, Director Clinical Operations  
Ms Jennifer Cleaver, Manager Chief Executive Unit  
Mr Ged May, Community Engagement Manager  
Ms Kate Greenwood, Board Secretariat

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

Nil for this meeting.

**2.3 Previous Minutes:**

**2.3.1** The Minutes of the Board Meeting held on 27 April 2022 as circulated were **ENDORSED** as a true and accurate record, with the following amendment:

Page 6, Item 5.2.7 ".....with Dr Alex Stephens, Director of Research being invited to present to the *July 2022* Board meeting". It was noted Professor Nancarrow's research brief will now be presented to the July 2022 meeting also, to coincide with Dr Stephens presentation.

**Moved:** Ms Naree Hancock

**Seconded:** Mr John Griffin

**CARRIED**

**2.3.1a** The Minutes of the combined Board Meeting with the North Coast Primary Health Network held on 27 April 2022 as circulated were **ENDORSED** as a true and accurate record.

**Moved:** Dr Alasdair Arthur

**Seconded:** Mr Scott Monaghan

**CARRIED**

**2.3.2 Business Arising from the minutes:**

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Nil matters arising from the Minutes.

**2.3.2.1 The Chief Executive is to provide additional information around proposed services at Murwillumbah District Hospital and community services that will remain at The Tweed Hospital site to the 25 May 2022 Board meeting.**

Following a lengthy discussion regarding the proposed services at Murwillumbah District Hospital, the Board **ENDORSED** the Recommendations in the brief.

**Moved:** Dr Allan Tyson

**Seconded:** Mr Scott Monaghan

**CARRIED**

**2.3.2.2 Ms Weir will provide a Workplace Culture update to the 29 June 2022 Board meeting.**

The Board noted this will be provided to the June meeting.

**ACTION:**

**Ms Jones will provide a Workplace Culture update to the 29 June 2022 Board meeting.**

**2.3.2.3 Ms Weir to provide an update on LHD strategic recruitment and retention direction to the 25 May 2022 Board meeting.**

Ms Weir provided an update on the information in the brief. Work continues on various strategies to assist in the recruitment and retention of staff across the LHD footprint.

Delays in the recruitment process continue to be a concern and discussion followed on the proposal for the Internal Audit Unit or an External Auditor to review the recruitment process and identify where there may be gaps in the system.

Mr Jones advised a total review of the function and structure of the workforce is required. In conjunction with Dr Richard Buss, Director Workforce, Mr Jones will complete a report incorporating the findings and recommendations of the review. Mr Jones advised he will also look at providing a flow chart which outlines the complex system of recruitment.

**ACTION:**

**Mr Jones to provide a report on the framework, structure and function of the workforce with the findings and recommendations to be submitted to the 27 July 2022 Board meeting.**

Mr Jones advised he will provide an interim update on the progress of this report to the 29 June Board meeting through the CE report.

**2.3.2.4 Ms Weir to provide an update report on Patient Reported Measures to the 27 July 2022 Board meeting.**

The Board noted this will be provided to the 27 July 2022 Board meeting.

**ACTION:**

**Mr Jones to provide an update report on Patient Reported Measures to the 27 July**

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**2022 Board meeting.**

**2.3.2.5 Research and Innovation Committee to provide a report on how research success is defined by the LHD from a Board's perspective to the 29 June 2022 Board meeting.**

The Board noted this will now be presented to the 27 July 2022 Board meeting.

**ACTION:**

**Research and Innovation Committee to provide a report on how research success is defined by the LHD from a Board's perspective to the 27 July 2022 Board meeting.**

**2.3.2.6 Ms Weir to provide an update on the gaps and delays in the LHD recruitment process, which is to be incorporated with Dr Richard Buss's, Director Workforce brief to the 25 May 2022 Board meeting.**

Please refer to Item 2.3.2.3

**2.3.3 Other Matters Arising from the minutes**

**Item 2.3.1a** Combined Board meeting – Due to technical issues at the end of the meeting, Mr Monaghan advised he sought an update from Dr Adrian Gilliland, Board Chair NCPHN on the roll-out of LUMOS a pioneering program that provides new insights on the patient journey through the NSW health system. De-identified data from general practices is linked with other health system data collections to provide a more comprehensive view of patient journeys.

Mr Jones advised he will raise this issue with Ms Julie Sturgess, Chief Executive NCPHN during his scheduled meeting next week and provide feedback to Mr Monaghan.

**3. Matters for Decision**

Nil for this meeting.

**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**

Ms Weir referred to the issues that were covered in the Chief Executive's report including:

**5.1.1 Current and Significant Issues**

- **Flood Event** – the LHD continues to provide well-being support to flooded communities. A verbal update was provided on work underway to continue to support staff while maintaining services.
- **Accommodation** – a working party has been established to assess potential options for staff accommodation.
- **Coronavirus/Influenza** – an update was provided on COVID and Influenza across the LHD. Staff continue to be furloughed. Planning has begun to facilitate an extension of service provision by the COVID Care in the Community team to include influenza and other respiratory patients during winter.
- **Vaccination Program** – majority of clients are walk-ins to the COVID vaccination clinics. People now eligible for a fourth 'winter booster' dose. Update provided on the planned

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transition to a lower-volume model for clinics in the LHD.

- **Elective Surgery** – Lismore Base Hospital to return to pre-COVID elective surgery levels on 6 June 2022, due to the opening of additional inpatient beds.
- **Accreditation** – Tweed, Byron and Murwillumbah accreditation commence on 30 May – 3 June 2022. Richmond Network Post accreditation survey visit is on the 27 May 2022.
- **Byron Central Hospital Easement** – an update was provided on the easement which connects two adjoining lots at the Byron Central Hospital indicating that to date there has not been any further contact by the developer.
- **NSW Rural, Regional and Remote Inquiry** – the report is publicly available on the Inquiry website. The report makes 44 recommendations and also highlights the hard work, dedication and commitment of NSW Health staff.
- **Rural Health Plan NSW Rural** – update provided on the scoping of new Regional Health Plan to set the policy directions for regional, rural and remote health in NSW for the next 10 years from 2022-2032.

#### 5.1.2 Update on Strategic Issues

- Quarterly Service Agreement KPI report was noted.

#### 5.1.3 Matters for Approval

- Murwillumbah District Hospital Strategic Services and Communication Plan – refer to Item 2.3.2.1

#### 5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during April 2022 NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 29%.
- Elective Surgery Access Performance during April 2022 was Category 1 76% against a target of 100%, Category 2 55% against a target of 97% and Category 3 was 69% against a target of 97%.
- Elective Surgery overdue numbers for April 2022 were Category 1 – 50, Category 2 – 743, Category 3 – 1012.
- Triage – NNSWLHD met triage Category 1 target, Category 2, April 2022 result was 77% with a target of 95% and Category 3, result was 69% against a target of 85%.
- Transfer of Care target for April 2022 was 90% with a result of 76%.

#### 5.1.5 Security, Risk and Compliance Update

- Nil for this report.

#### 5.1.6 Governance Update

- Nil for this report.

#### 5.1.7 eHealth Update

- An update was provided on the eHealth progress across the LHD, including the supply of ICT products, enhancing the eMR Project and planning around the Tweed Valley Hospital commissioning and ongoing operational requirements.

#### 5.1.8 Capital Works/Planning Projects

- An update was provided on the scheduling delays to Rural Minor Works projects across

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the LHD due to the floods. The LHD has nominated six further projects for Rural Minor Works funding support. Lismore Base Hospital 'C' block redevelopment is nearing completion. A brief progress update was also provided on the Tweed Valley Hospital.

#### **5.1.9 Matters for Noting**

- The Board noted the 'all staff' messages from Ms Susan Pearce, Secretary, NSW Health regarding International Nurses Day on the 12 May 2022 and an invitation to attend the NSW Health commemoration of National Sorry Day on the 26 May 2022.

#### **5.1.10 Important Meetings/ Diary Commitments**

- Tweed Valley Hospital Community Open Day is being held on 18 June 2022.

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

- Mr Jones advised he will forward Board Members a copy of the *NNSWLHD response to the recommendations from the Rural, Regional and Remote Inquiry, when available.*
- Ms Weir advised that immunisation 'catch-ups' are now provided across schools due to a delay during COVID and floods. In relation to the shortfall in fully immunised children at one year of age, Mr Jones will follow up and provide advice in the CE report next month.
- Ms Weir advised that Mr Matt Long, Director Corporate Services has written to NSW Transport in relation to concerns regarding localised flooding on roads around Tweed Valley Hospital. Further information will be provided when available.

The Board **ENDORSED** the Chief Executive's Report.

### **5.1 Committee Minutes (discussed on exception basis, otherwise noted)**

#### **5.2.1 Health Care Quality Committee (HCQC) – 10 May 2022.**

Mr Peter Carter advised the HCQC Terms of Reference are currently being reviewed and will be submitted to a future Board meeting

The presentation on Aboriginal Health COVID Response by Ms Kirsty Glanville, Associate Director Aboriginal Health and Mr Monaghan was well received. Mr Peter Carter encouraged Board members to attend the NNSWLHD Respecting the Difference course. Details regarding this will be forward to all Board Members.

A brief discussion followed on aspects of the radiology contract across the LHD.

The Board noted the unconfirmed HCQC minutes.

#### **5.2.2 Finance and Performance Committee (F&PC) – 18 May 2022**

Mr Michael Carter provided a brief overview of the F&PC minutes.

The Terms of Reference for the F&PC are currently being reviewed.

Following discussion at the committee meeting, a decision was made to progress the Staff Recognition Wellbeing initiative. Mr Jones advised that he and Ms Weir will undertake further discussion to finalise the details of this initiative.

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Mr Michael Carter gave a brief outline on the grants received recently from the Ministry Of Health. He indicated that all flood-related costings will be funded by the MOH.

Depending on when the 2022/2023 NNSWLHD Budget is handed down, Mr Brett Skinner Director of Finance, will provide further details on the budget to the Board in due course.

The Board noted the unconfirmed F&PC minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 12 May 2022.**

Dr Arthur provided an overview of the recent appointments and resignations across the LHD.

Mr Jones responded to a query regarding the progress of exit interviews. He advised he will follow up on this matter and report back via the June CE report.

The Committee noted the MDAAC minutes.

**5.2.4 Audit and Risk Committee (ARC) – 24 March 2022.**

Ms Byrne provided a brief overview of the ARC minutes.

Ms Byrne spoke briefly on the mandatory training compliance which will be followed up by the committee.

NNSWLHD Top 10 Risks will be presented in the new 'Bow Tie' format moving forward to improve the engagement with risk owners and a more detailed update from risk owners.

The Board noted the NNSWLHD Internal Audit Unit Charter.

Responding to a query regarding the increase in Worker's Compensation claims, Ms Byrne advised that the LHD has processed a number of psychological injury claims recently and this is a matter for discussion at the upcoming A&R Committee.

The Board noted the unconfirmed ARC minutes.

**5.2.4a Special Finance Audit and Risk Committee – 14 March 2022**

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

**5.2.4b Charter for Audit and Risk Committee**

The Board **ENDORSED** the Charter for Audit and Risk Committee.

**Moved:** Dr Allan Tyson

**Seconded:** Mr Michael Carter

**CARRIED**

**5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – 19 April 2022.**

Dr Tyson provided an overview of the minutes.

Ms Kathryn Watson, Associate Director Planning made some minor changes to the Clarence Valley and Ballina Clinical Services Plan at the request of the MOH. These

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changes will be submitted to the steering committees for feedback before progressing.

Mr Steven Hunt, General Environmental Health Manager provided an overview to the committee on his role within the LHD.

Dr Tyson spoke briefly on the People Matter Survey results and the importance of engagement across the District. Mr Jones provided an update on the work still being progressed across the LHD in responding to the results.

A general discussion followed on the pay disparities between NSW Health and QLD Health. Mr Jones advised he will work with Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health and Dr Richard Buss, Director Workforce to prepare a report regarding wages and structural frameworks to the 27 July 2022 Board meeting following the NSW State Budget.

**ACTION:**

**Mr Jones will provide a report on Workforce challenges including recruitment at the July Board meeting and following the NSW State Budget.**

**5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 6 June 2022.**

The Board noted the next CPAC will be held 6 June 2022.

**5.2.7 Research and Innovation Committee (RIC) – next meeting 15 June 2022.**

The Board noted the next RIC will be held 15 June 2022.

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

Nil for this meeting

**6.1 Major correspondence**

Nil major correspondence

**6.2 NNSWLHD Seal**

There were no items requiring the NNSWLHD Seal to be applied.

**6.3 Updated Board Calendar**

The Board noted the updated Board Calendar.

**6.4 Other matters for noting**

Nil for this meeting.

**6.5 Business without Notice**

- Mr Jones indicated he would like to review the current process of supplying Board members with a hard copy of papers each month. Keeping in line with sustainability practices, each Board member would be provided with a laptop that is configured to the LHD systems. Papers will be sent out electronically each month from the start of the new fiscal year if laptops have been provided.
- Naree provided a critique of the meeting.

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**7. Meeting Finalisation**

**7.1 Next Meeting**

29 June 2022  
Casino Hospital

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 11.55am.

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

Signed .....

Date ..... 29/5/22 .....

Mr Mark Humphries  
Chair

Northern NSW Local Health District Board