
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 held.

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

Via Microsoft Teams:

Board Members:

Dr John Moran, Ms Naree Hancock, Professor Susan Nancarrow

Staff via Microsoft Teams:

Mr Ged May, Community Engagement Manager
Ms Kate Greenwood, Board Secretariat

In Attendance:

Ms Lynne Weir, Acting Chief Executive
Ms Jennifer Cleaver, Manager Chief Executive Unit

In Attendance for part of meeting:

Mr Ian Hatton, Acting Director Clinical Operations
Dr Chris Ingall, Clinical Head of Department, Lismore Base Hospital
Dr Louise Imlay-Gillespie, Chair, Lismore Base Hospital Medical Staff Council

Apologies:

Dr Allan Tyson

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

Mr Thomas George declared he is a patron for Our Kids and a Director for Our House. No other conflict or pecuniary interests were declared.

The Board noted the leave of absence for Professor Nancarrow is now complete and she will be returning to full Board duties.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 6 April 2022 as circulated were **ENDORSED** as a true and accurate copy.

Moved: Dr John Griffin

Seconded: Mr Michael Carter

CARRIED

2.3.2 Business Arising from the minutes:

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 27 April 2022 Board meeting.

The Board noted that due to the work impact of the recent Northern Rivers floods, this brief will be submitted to the 25 May 2022 Board meeting.

ACTION:

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.

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

This will be provided to the 29 June 2022 Board meeting.

ACTION:

Ms Weir 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.

This will be submitted to the 25 May 2022 Board meeting.

ACTION:

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

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

This will be submitted to the 27 July 2022 Board meeting.

ACTION:

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

2.3.2.5 An updated 2022 Board Sub-committee list is to be provided to the 27 April 2022 Board meeting.

The Board noted the updated 2022 Board sub-committee list.

The Board ENDORSED Dr Alasdair Arthur to be appointed to the Clinical Planning and Clinician Engagement Committee.

2.3.2.6 Board members to forward three dots points to the Board Secretariat regarding the 2022 NSW Health Board Members Conference for inclusion and discussion at the 27 April 2022 Board meeting.

The Chair spoke of the possibility of a Rural and Regional Network to have state-wide contacts/forums to share ideas. It was agreed to discuss this matter further at the Board workshop next month.

A brief discussion followed on other important points from the Board Member's Conference including Environmental Sustainability & Healthcare and workforce within the LHD.

2.3.3 Other Matters Arising from the minutes

Nil for this meeting

3. Matters for Decision

3.1 Extension of Audit and Risk Committee Independent Member

The Board ENDORSED the extension of the term of appointment for Ms Carmel Perret as the Independent Member of the NNSWLHD Audit and Risk Committee for a further three years ending on 19 July 2025.

Moved: Ms Carolyn Byrne

Seconded: Mr Mark Humphries

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

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** – a verbal update was provided on the recent NNSWLHD visit from The Hon Stephanie Cook MP, Minister for Emergency Services and Resilience and Flood Recovery.
Staff affected by the floods have been prioritised and encouraged to take leave.
- **Elective Surgery** – NSW Health is allocating funding across the state to address elective surgery overdue cases. Ms Weir provided an overview of the staged approach for the commencement of elective surgery across the LHD.
- **Tresillian Bus Opening** – an update was provided on the recent visit by The Hon Bronnie Taylor MLC, Minister for Regional Health and Minister for Mental Health. The Minister launched the Tresillian 2U outreach service that will help to provide face-to-face support and advice to parents and carers of children aged 0-3 years.
- **Coronavirus** – case numbers are rising in NNSWLHD with inpatient numbers also rising. Staff furlough numbers remain steady which has impacted bed capacity at Tweed and Lismore Hospitals, at times. Further reduction of restrictions on 22 April 2022 have been announced, advising that close contacts will not need to isolate if they are asymptomatic and comply with certain guidelines.
- **Vaccination Program** – vaccination rates increased in March from February due to second doses coming due for Paediatric Pfizer. Activity at LHD clinics diminished in April. The requirement for aged care workers to receive a booster, including LHD staff at Multipurpose Services has been deferred until June.
An update was provided on the plan for the 'Transition to Business as Usual' for vaccination programs.

5.1.2 Update on Strategic Issues

- NSW Hepatitis C Report card for July-December 2021 - the Board noted the information in the report.
- NNSWLHD Strategic Plan 2019-2024 – the Board noted the information in the report.

5.1.3 Matters for Approval

- Nil for this meeting.

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during March 2022 NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 30.5%.
- Elective Surgery Access Performance during March 2022 was Category 1 90% against a target of 100%, Category 2 56% against a target of 97% and Category 3 was 58% against a target of 97%.
- Elective Surgery overdue numbers for March 2022 were Category 1 – 85, Category 2 – 760, Category 3 – 909.
- Triage – NNSWLHD met triage Category 1 target, Category 2, March 2022 result was 76% with a target of 95% and Category 3, result was 67% against a target of 85%.
- Transfer of Care target for March 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

- Quarterly Board Report October - December 2021 – the Board noted the report.
- NNSWLHD Top 10 Risks First Quarter 2022
Following a brief discussion, the Board **ENDORSED** the NNSWLHD Top 10 Risks First Quarter 2022 Report.

5.1.7 eHealth Update

- An update was provided on the eHealth progress across the LHD, including the Rural Digital Health Uplift, post incident report on the flood event and Enhancing the eMR Project.

5.1.8 Capital Works/Planning Projects

- Potential impacts by floods continue to be assessed. This year's Rural Minor Works projects include three minor projects at Murwillumbah. It was noted that there is likely to be a slight delay due to the impact of the recent flood events.
- LBH redevelopment has incurred a 4 - 6 week delay to opening of some services. An update was provided on the potential new dates.

5.1.9 Matters for Noting

- Minister Bronnie Taylor MLC announced the establishment of a new Regional Health Division of NSW Health, which will be led by Mr Luke Sloane who has been appointed as Acting Coordinator General. Mr Sloane will report directly to Ms Susan Pearce, Secretary NSW Health.

5.1.10 Important Meetings/ Diary Commitments

-
- Board Development Workshop is to be held 25 May 2022.

Questions for the Chief Executive without Notice

- A brief discussion followed on the 2022 LHD's winter strategy due to the concern around the potential increase in flu presentations this year on top of COVID presentations and the impact this may have on health services.
- Responding to a query on testing rates on released inmates from the Clarence Correctional Centre for Hepatitis C, Ms Weir will provide Mr Scott Monaghan with advice.
- Ms Weir is to provide an update through the CE's report on the current situation regarding the right of way road access at Byron Central Hospital that had been requested by developers.
- A brief discussion followed on strategies to acknowledge staff across the LHD following years of COVID and the recent floods. Ms Weir advised that a small working group is working on identifying appropriate ways this staff recognition can be progressed as soon as possible. Ms Weir will keep the Board apprised of progress on the staff recognition work and will ensure the Board are included in the recognition to the staff.

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) – 12 April 2022.

Mr Peter Carter advised that following further consultation, feedback will be provided in due course around the concerns with 'copy and paste' within the eMR.

The deteriorating patient report continues to be monitored as a priority in the HCQC.

Mr Peter Carter provided an overview of the Opioid Treatment Program (OTP).

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 20 April 2022

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

Improvement in results continue at present but this is driven by suspension in elective surgery due to floods and COVID. Concerns for the budget continue moving forward as LHD continues to increase surgery activity.

A brief update on the projected figures for the end of the financial year were provided.

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 14 April 2022.

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

The Committee noted the MDAAC minutes.

5.2.4 Audit and Risk Committee (ARC) – next meeting 1 June 2022.

The Board noted the next ARC meeting will be held 1 June 2022.

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

The Board noted the 19 April 2022 minutes will be submitted to the 25 May 2022 meeting

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) – 6 April 2022.

Professor Nancarrow provided an overview of the minutes.

Professor Nancarrow referred to the RIC Terms of Reference (TOR).

The Board **ENDORSED** the amended RIC TOR.

Moved: Mr Peter Carter

Seconded: Ms Carolyn Byrne

CARRIED

Professor Nancarrow spoke on the work underway to progress the research development pathway to help build knowledge, capability, and skills of the staff with the NNSWLHD Research unit.

A brief discussion was held regarding how research success is defined by the LHD from a Board's perspective. This will be incorporated with Dr Alex Stephens, Director of Research Being invited to present to the June 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 29 June 2022.

The Board noted the RIC minutes.

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

6.4.1 Quarterly Patient Feedback Summary Oct – Dec 2021.

The Board noted the information in the report and Mr Peter Carter advised work is underway to further clarify the data for future reports.

6.4.2 ESH (Environmental Sustainability & Healthcare) Minutes 13 April 2022

Mr Steven Hunt, General Environmental Health Manager has been appointed and brings very strong credentials to the LHD. The working party is looking forward to working with him.

The Board noted the ESH minutes.

6.5 Business with Notice

The Board Chair endorsed a leave of absence for the 29 June 2022 Board meeting for Dr Arthur and Ms Byrne.

Dr Moran left the meeting at 12.05pm.

7. Meeting Finalisation

7.1 Next Meeting

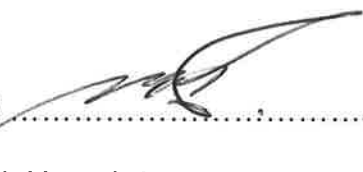
25 May 2022
Tweed Heads

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.42pm.

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

Signed



Date

25/5/22

Mr Mark Humphries

Chair

Northern NSW Local Health District Board

9.05am – 9.25am Mr Ian Hatton, Acting Director Clinical Operations – Overview of evacuation of Ballina District Hospital during recent flood

The Board welcomed Mr Hatton to the meeting and thanked him for his crucial role in the evacuation process of the Ballina Hospital due to impending flood waters.

Mr Hatton provided an excellent overview of what had occurred when the Ballina Hospital was threatened with inundation by flood waters. Being a week into the flooding natural disaster across the Northern Rivers, communications were already an issue. With the rising water, king tide and reducing timeframe to evacuate 57 patients across multiple units (including the Emergency Department) and non-fully ambulant patients the evacuation action plan was executed.

An evacuation centre was opened at Skennars Head specifically for health with staff arriving on site preparing a school hall and awaiting the incoming transfers. There was also a requirement for a functioning ED for the Ballina area. Tasks were allocated to key personnel and this worked very well.

The first coach arrived with 26 patients with as much additional equipment as could safely fit in the coach. Staff members phoned next of kin to communicate actions being taken with their loved ones.

Mr Hatton briefly spoke on the challenges in evacuating an ED while still fulfilling the requirement to maintain an operational department.

The evacuation took three hours to move 57 patients. Mr Hatton spoke of the exceptional support from the HSFAC, Deputy Secretary, Chief Executive, NSW Police, NSW Ambulance, NSW SES and local taxi and coach services. The support and assistance from students and staff at Xavier Catholic College was outstanding. Mr Hatton praised the amazing and remarkable teamwork of all NNSWLHD staff in such challenging and unprecedented times.

Ms Weir advised that Ms Stephanie Cook MP, Minister for Emergency Services has requested the LHD to put together a 'lesson learnt' document to inform other LHDs should this happen elsewhere.

The Board thanked Mr Hatton for his time in travelling to Grafton and presenting to them.

12pm-12.30pm Dr Chris Ingall, Clinical Head of Department, Lismore Base Hospital and Dr Louise Imlay-Gillespie Chair, Lismore Base Hospital Medical Staff Council

The Board welcomed Dr Ingall and Dr Imlay-Gillespie to the meeting.

Dr Ingall spoke on the challenges faced by the LHD in managing COVID and the recent floods. He referred to concerns around housing which have been exacerbated by the floods and the impact of suspension of elective surgery across the LHD.

Dr Imlay-Gillespie spoke on services that doctors can provide to assist in improving budget outcomes and suggested there could be multiple services that could be offered that would help financially and prevent patients from having to leave the District for health services.

Recruitment delays were referred to and frustrations around delays which impact in sourcing and securing doctors for sub-specialities. Dr Ingall reiterated that the Medical Staff Council is keen to work with the LHD Executive to fine tune this process to ensure a better outcome for LHD and the wider community.

Ms Weir advised of the current recruitment processes and will organise a review of the process to see where the gaps are in the system. Dr Richard Buss, Director Workforce will provide further details around this to the 25 May 2022 Board meeting.

Dr Ingall also referred to various systems across the hospital that appeared convoluted and needed revisiting through consultation with management and clinicians. Dr Ingall advised he will forward a list of suggested ideas to the Board Chair for the Board's consideration.

Ms Weir indicated that she was happy to receive an invitation to meet with the LBH MSC Chairs and LBH Executive on a regular basis to discuss their concerns and to navigate a way forward.

ACTION:

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.

The Board thanked Dr Ingall and Dr Imlay-Gillespie for their time in attending the Board meeting and advised that they will be invited to attend the November Board meeting that is scheduled to be held in Lismore.