

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 AUGUST 2021 COMMENCING AT 9.00AM VIA SKYPE/TELECONFERENCE

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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 via Skype/Teleconference:

Mr Mark Humphries (Chair), Mr Peter Carter, Ms Naree Hancock, Mr Michael Carter, Dr Allan Tyson, Mr Pat Grier, Professor Susan Nancarrow, Dr John Griffin, Dr Alasdair Arthur, Dr John Moran, Ms Carolyn Byrne

In Attendance:

Mr Wayne Jones, (MOH) (part of meeting 9.00am -10.00am)
Ms Lynne Weir, Acting Chief Executive
Mr Ged May, Community Engagement Manager
Ms Jennifer Cleaver, Manager Chief Executive Office
Ms Kate Greenwood, Board Secretariat

Apologies:

Nil

Declaration of Pecuniary and/or Conflicts of Interest

Nil

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 28 July 2021 as circulated were **ENDORSED** as a true and accurate copy.

Moved: Ms Carolyn Byrne

Seconded: Mr Michael Carter

CARRIED

2.3.2 Business Arising from the minutes:

2.3.2.1 Following a survey of all Board members for their input concerning the Board Development Plan, Mr Ged May, Community Manager will provide the draft document to the 25 August 2021 Board meeting for consideration.

Mr May provided a brief overview of the draft NSW LHD Board Development Plan. He outlined the feedback received from Board members during a recent survey undertaken on ways to improve the Board function and effectiveness.

Following a lengthy discussion regarding the content of the Development Plan, the Board moved a motion that a small working group is formed to prepare an action plan that encompasses the NSW LHD 2021/22 Service Agreement with key performance indicators that capture workforce, stakeholder engagement, professional development and culture. A report is to be submitted to the 24 November 2021 Board meeting followed by a workshop at a date to be advised.

The Chair advised the members on the working group will be Mr Peter Carter, Ms Naree Hancock, Ms Ged May, Ms Lynne Weir or her delegate and a NOUS representative to provide oversight and advice. Terms of Reference will be drafted for the working party.

ACTION:

Mr Peter Carter is to form a small Board Development Implementation working party to develop an action plan with key performance indicators that capture workforce, stakeholder engagement, professional development and culture and report back to 24 November 2021 Board meeting.

Mr Jones left the meeting at 11.15am.

2.3.2.2 Ms Weir is to provide an update Brief on LHD Security Management for the 25 August 2021 Board Meeting.

Ms Weir spoke to the Brief on security management and progress of the Anderson Report Recommendations with the implementation of strategies to address local issues and improve security and safety of staff.

A 12-month Improvements to Security in Hospital Project Manager position has been recruited to lead the implementation of 107 recommendations with 49 at state level and 58 at LHD level. The Local Health District has already completed 14 and is currently progressing the remainder.

Ms Weir advised a further update report will be provided to a future meeting outlining where the LHD is situated with implementing the remaining recommendations.

ACTION

Ms Weir to provide an update Brief that includes a timeline for the implementation of the remaining Anderson Report Recommendations across the LHD to the 27 October 2021 Board meeting.

2.3.2.3 Ms Weir is to provide an update on the general NSW LHD Workforce Strategy including culture improvement to a future Board meeting.

The Board noted this will be provided to a future meeting.

Responding to a query regarding the expected timeframe of the update on Workforce Strategy, Ms Weir advised that Mr Richard Buss, Director of Workforce has been requested to provide this information including an update on culture improvement to the 24 November 2021 Board meeting.

Ms Weir indicated the current priority is around the workforce requirements for the Tweed Valley Hospital. NSW LHD is also looking at undertaking additional marketing of the LHD and its benefits to enhance recruitment across the whole LHD. An update on the progress of the workforce strategy for the TVH will be provided in the September CE report.

Ms Weir noted the 2021 People Matter Survey opened to staff on 23 August 2021 and closes on 17 September 2021. The survey results are collated at state level and the LHD will receive the results later in the year.

ACTION:

Ms Weir is to provide an update on the general NSW LHD Workforce Strategy including culture improvement to the 24 November 2021 Board meeting.

2.3.2.4 The Board Secretariat is to add significant LHD events to the monthly Board Calendar for Board members information.

The Board noted this information has been included in the updated Board Calendar and further updates will be provided as they come to hand.

2.3.2.5 Ms Weir is to draft a letter for the Board Chair's signature to the Ministry of Health outlining the Board's concerns about the future of Murwillumbah District Hospital and The Tweed Hospital following the opening of Tweed Valley Hospital.

Please refer Item 5.1.

2.3.2.6 Ms Weir to draft a letter for the Board Chair's signature acknowledging Dr David Hutton, Director Clinical Governance for his dedication and commitment to the LHD and support of the HCQC and wishing him well with his retirement plans.

The Board noted the letter was provided to Dr Hutton on the 28 July 2021.

2.3.3 Other Matters Arising from the Minutes

Nil for this meeting

3. Matters for Decision

3.1 NSW LHD 2020/21 Corporate Governance Attestation Statement

The Board noted the NSW LHD 2020/21 Corporate Governance Attestation Statement.

Moved: Dr John Griffin

Seconded: Ms Carolyn Byrne

The Board **ENDORSED** the NSW LHD 2020/21 Corporate Governance Attestation Statement.

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

- Clinician Engagement
- Vaccination Update – vaccination rates for NSW LHD clinics have increased over the past month. As part of the reallocation of Pfizer to Greater Sydney, NSW LHD called over 1000 people to reschedule appointments for September. A minority chose to have AstraZeneca. Due to increased Border Restrictions Pfizer capacity has been expanded at the Tweed Vaccination Clinic to enable 1st dose vaccination to NSW LHD, NSW Ambulance and NSW Police staff who reside in QLD. Ms Weir referred to the new NSW

Government website showing vaccination percentages across different postcodes. Ms Weir also provided an update on the types of classifications of staff who are currently able to cross the NSW/QLD border for work.

- Coronavirus – Three confirmed cases were admitted to LBH on 9 August 2021, with some difficulty determining the contact tracing locations. Additional drive through testing clinics were established. Stay at Home Restrictions remain in NSW at time of meeting and visitor restrictions have been implemented across all health facilities. COVID fragments have been detected in sewage at Bryon, Ballina, Lennox Head and Yamba and the situation continues to be monitored.
- Update provided regarding the recent exposure site at Ballina, with some close contacts in isolation.
- Staff/ Community Communication –NSNW LHD continues to provide high volume communications through multiple channels. The Acting CE continues to have regular updates with Public Health, NSW Police, MP's and Councils.

Item 2.3.2.5 – During a previous Board meeting queries were raised on the future of The Tweed Hospital and Murwillumbah Hospital site following the opening the Tweed Valley Hospital. NNSW LHD held a meeting with the MOH Assets Branch and Health Infrastructure agreeing that current intentions are to retain a portion of TTH for HealthOne services. However, a Highest and Best Use exercise will need to be undertaken to determine the service scope. NNSW LHD will review the TVH Service Statement that includes Murwillumbah Hospital and provide an overview of services currently planned for the area in the Service Statement before moving forward with a decision.

ACTION:

Ms Weir is to review the Tweed Valley Hospital Service Statement and provide an overview of services currently planned for Murwillumbah Hospital to the 27 October 2021 Board meeting.

5.1.2 Update on Strategic Issues

- Strategic Priority: Value, Develop and Empower Our People – People Matter Employee Survey runs from 23 August to 17 September 2021.
- Presentation of NNSW LHD Quality Awards have been postponed. The number of quality improvement projects being undertaken over the last 12-18 months during challenging pandemic times is a true reflection of the dedication and commitment of our staff.

5.1.3 Matters for Approval

Nil for this meeting

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during July 2021, NNSW LHD did not meet the ETP target of 50% (admitted) with a result of 32.0%.
- Elective Surgery Access Performance during July 2021 was Category 1 100% against a target of 100%, Category 2 79% against a target of 97% and Category 3 was 87% against a target of 97%.
- Elective Surgery overdue numbers for July 2021 were Category 1 – 2, Category 2 –172, Category 3 – 240.

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- Triage – NSW LHD met triage Category 1 target, Category 2, for July 2021 result was 81% with a target of 95% and Category 3, July 2021 result was 72% against a target of 85%.
 - Transfer of Care target for July 2021 was 90% with a result of 82%.

Ms Weir advised the LHD is still waiting feedback from the MOH on the KPI Recovery Plan. Contracts remain in place with Private Hospitals to continue work on Elective Surgery for public patients. Due to the current outbreak, numbers have been capped and Ms Weir will provide updates on this as it progresses.

5.1.5 Security, Risk and Compliance Update

- Nil for this meeting

5.1.6 Governance Update

- The Board noted the NSW LHD Aboriginal Health Progress Report June 2021.
- The Board noted the Service Agreement 2021-2022.

5.1.7 eHealth Update

- New disaster phones issued to the hospitals.
- NBN cut overs are completed for all sites for LBH which is not due until November this year. Work is well underway and should be completed on schedule.
- The RIS-PACS Replacement Project is on schedule to commence roll outs in September with the view to be completed by the end of the year. Project remains on track even though COVID has caused some resource issues.
- MyVirtual Care and Pexip Project has commenced rollout to suitable outpatient clinics across the LHD over the coming year.

5.1.8 Capital Works/Planning Projects

- **Tweed Valley Hospital (TVH)** – construction remains on schedule and TTH Executive are planning to conduct TVH updates for staff. This will include displaying a 3D model of the hospital campus when COVID restrictions allow. Site visits for Board members will be organised as soon as restrictions allow.
- **Grafton Base Hospital** – consultation work continues on Clarence Valley Clinical Services Plan and Health Infrastructure (HI) will commence development of the Masterplan in October 2021. HI and NSW LHD considering purchasing a portion of the old Grafton gaol site at no cost which will be available in the future for potential site office or for a decanting option.
- **Lismore Base Hospital** - work continues on the refurbishment/building of the outpatient clinics and inpatient wards and ICU have moved to new unit. Replacement of roof over old theatre and ICU has been agreed .
- **Ballina District Hospital** – consultation on the Clinical Services Plan continues.

5.1.9 Matters for Noting

Nil for this meeting

5.1.10 Important Meetings/ Diary Commitments

- Due to the current COVID restrictions Dr Brian Pezzutti and Ms Deb Monaghan's farewell dinner has been tentatively rescheduled to the 24 November 2021 following the Board meeting. This is potentially the date when the AGM will also be held.

5.1.11 Questions for the Chief Executive without Notice

- Ms Weir advised the vaccination clinic appointments will go on-line as of 30 August 2021.
- Ms Weir provided an update, advising the LHD has a supply of PPE that is continuously monitored and the ordering of special masks is done when required following FIT testing.
- Responding to a query, Ms Weir advised Mr Joe McDonald, Acting Director Clinical Operations is reviewing the ETP strategies in each of the sites. Some of the delays are due to the current outbreak. Ms Weir also indicated that this is monitored live on the Patient Flow Portal.
- Rapid point of care tests continue to be in short supply nationally. Ms Weir advised she has discussed options with NSW Pathology and is awaiting further advice.
- Following a discussion on the NNSW LHD 2021-22 Service Agreement, the Board requested a quarterly report on the indicators that are not currently covered in the CE report.

The Board thanked and acknowledged the Acting Chief Executive for her continued open communication with the Board, staff and the community during these challenging times as a result of COVID.

The Chair gave a brief update of his recent meeting with Dr Adrian Gilliland, Chair HNC (Healthy North Coast) advising a meeting is scheduled with the CE's and Board Chairs from NNSW LHD, Mid-North Coast LHD and HNC on 10 September 2021 to discuss a plan to move forward.

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 August 2021.

Ms Byrne spoke to the HCQC minutes providing an overview of the meeting.

Ms Byrne spoke briefly on the presentation of the findings of the Deteriorating Patient Taskforce which was a well-received report and presentation.

The membership is currently not at full capacity and still waiting on more clinicians to attend. However, due to time constraints and work commitments is very difficult for some clinicians to attend at times.

The accreditation expiry dated for Tweed Byron has been extended for 6 months due to current restrictions. The onsite assessment has been booked for 13 to 17 December 2021 at this stage.

“Discharge against medical advice” continues to be a discussion at the committee. A report is being prepared for the September meeting.

The Committee agreed to hold over the decision on how to integrate Climate Sustainability and Healthcare issues with the agenda until the appointment of the new Director of Clinical Governance.

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 18 August 2021.

Mr Humphries gave a brief overview of the F&PC minutes.

General funds \$4.5M unfavourable with General Funds \$1.6M and COVID \$2.8M.

The District will discuss strategies with the MOH as achievable and realistic strategies are identified, that will then be devolved to facilities/streams.

Mr Humphries spoke on some of the key areas the F&PC continue to monitor including premium workforce costs. Dr Moran gave a brief update on strategies being discussed on ways to mitigate some of these costs.

The Board noted the unconfirmed minutes.

A lengthy discussion followed around the strategies the LHD and HNC could implement to promote positive media outreaches regarding vaccinations.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 12 August 2021.

Dr Arthur gave a brief outline of recent appointments and resignations across the LHD.

Referring to the letter from the Climate Sustainability and Healthcare Working Group, Dr Arthur advised the committee does not have climate sustainability as a primary focus and does not propose adding this as a regular agenda item.

The Board noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee (ARC) – *next meeting 1 September 2021.*

The Board noted a verbal report was provided at the previous meeting and the next ARC meeting will be held 1 September 2021.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – 24 August 2021.

Dr Tyson provided a verbal update of the meeting.

Dr Tyson outlined how the implementation on the new Telestroke Services are being utilised across the District. Dr Arthur reiterated the excellent service from a clinician perspective and the positive changes it has made in treating patients in Emergency Departments.

The minutes will be provided to the 29 September 2021 Board meeting for noting.

5.2.6 Community Partnership Advisory Council (CPAC) – 2 August 2021.

Mr May provided an overview of the recent meeting advising he has received positive feedback from the community members regarding Ms Deb Monaghan as the new CPAC Chair.

Mr May spoke on the high level of attendance even though it was a virtual meeting.

HNC provided an update at the meeting on the implementation of their Community Advisory Council and have invited a CPAC representative to attend these meetings and act a conduit between the two community meetings.

The Board noted the unconfirmed CPAC minutes

5.2.7 Research and Innovation Committee (RIC) – next meeting 8 September 2021.

The Board noted the RIC will be held 8 September 2021.

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

Nil for this meeting

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

Nil for this meeting

6.5 Business Without Notice

7. Meeting Finalisation

Dr John Moran provided a critique of meeting.

7.1 Next Meeting

29 September 2021
UCRH Education Room
Ballina

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 11.37am.

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

Signed

Date 29/09/2021

Mr Mark Humphries
Chair
Northern NSW Local Health District Board