

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 28 FEBRUARY 2024 COMMENCING AT 9.00AM AT CRAWFORD HOUSE, HUNTER STREET, LISMORE.

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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 Elders both past and present. He extended his respect to other Aboriginal people and colleagues present today.

1. In-camera Session

There was no in-camera session at today's meeting.

2.1 PRESENT AND APOLOGIES:

Mr Peter Carter (Chair), Mr Scott Monaghan, Professor Susan Nancarrow, Ms Carolyn Byrne, Dr Andrew White

Microsoft Teams: Ms Naree Hancock. Dr John Griffin, Mr Thomas George, Dr Cathy Adams.
Apologies: Dr Alasdair Arthur, Mr Pat Grier, Mr Michael Carter.

In Attendance:

Ms Tracey Maisey, Chief Executive
Ms Liz Blake, Manager, Chief Executive Unit

In Attendance for part of meeting:

Mr Peter Clark, Associate Director of Finance
Ms Deidre Robinson, Director Mental Health Alcohol and Other Drugs
Mr Mark McCoy, Chair, Audit and Risk Committee (via MS Teams)

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

No new declarations of pecuniary and/or conflicts of interest were declared.

Finance Update

Mr Peter Clark provided an overview on behalf of the Chief Finance Officer on the finance papers circulated for today's meeting. The overall result is consistent with the YTD forecast.

Mr Clark left the meeting at 9.20am.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 28 November 2023 were discussed with the following amendment requested:

Resolution on item 3.3 was amended to read: The Board endorsed in principle the combined MoU with HNC/MNC pending the development of the schedule of works.

The Board noted the final document for endorsement is on today's agenda.

With the above amendment, the minutes for 28 November 2023 were **ENDORSED** as a true and accurate record:

Moved: Dr Susan Nancarrow

Seconded: Dr Andrew White

CARRIED

2.3.1a The Minutes of the Annual General Meeting held on 28 November 2023 as circulated were **ENDORSED** as a true and accurate record:

Moved: Ms Naree Hancock

Seconded: Mr Thomas George

CARRIED

2.3.2 Business Arising from the minutes:

Nil for this meeting.

2.3.3 Other Matters Arising from the minutes

Nil for this meeting.

3. Matters for Decision

3.1 LHD/MNC/HNC MOU Signing

The Board endorsed the final version of the Joint MOU.

Moved: Ms Carolyn Byrne

Seconded: Prof. Susan Nancarrow

CARRIED

The Board Chair reminded the Board of the scheduled combined Board meeting with the MNC and PHN on Thursday 10th April via Teams.

3.2 Health Care Services Plan

The Board noted the final endorsed version of the Health Care Services Plan.

Moved: Ms Carolyn Byrne

Seconded: Prof. Susan Nancarrow

CARRIED

3.3 Joint Regional LHD/MNC/HNC MHAOD Plan (draft)

Ms Deidre Robinson joined the Board to provide an overview of the Joint Regional LHD/MNC/HNC MHAOD plan.

Ms Robinson noted for the Board's information this plan had been a work in progress for the past 18 months – 2 years so to achieve this stage is a milestone. Overall, the feedback given to HNC was services provided to the Northern Rivers region could be delivered differently from traditional models, and the next steps will be compilation of a Reference Group, then Working Group. These steps will work to identify gaps and look to resolve these in terms of service delivery.

Prof. Nancarrow provided feedback that on reading through the draft plan, it's not an explicit outline on addressing service gaps, but read as focused on how suicide is prevented. i.e. should it look at how we stop people arriving at this decision as a solution much earlier. Ms Robinson will feed this back to the authors, noting that NNSWLHD is one part of a broader health ecosystem in which patients spend more time out of hospital than in hospital so strong partnerships and a focus on socio-economic determinants is key to reducing demand for MHAOD services. This 'ecosystem' and required integration should be strengthened in the report

The Board endorse the draft report to be sent to the Commonwealth with the suggested amendments being incorporated.

3.4 Nominations – Deputy Chair

The Board Chair called for nominations for the role of Deputy Chair. Mr Scott Monaghan was the sole nominee and accepted this nomination. Those present endorsed Mr Monaghan's nomination. The Board Secretariat will lodge an instrument of appointment to formalise the change.

4. Board Strategic Priorities

4.1 Workforce and Culture –incorporated into the CE report

4.2 Patient Flow – nil for this meeting.

4.3 Environmental Sustainability and Healthcare

4.3 a Environmentally Sustainable Healthcare: -February update – the Board Noted the February update and Dr Griffin provided an overview of the environmental sustainability projects and strategies across the LHD footprint.

4.4 Aboriginal Health – incorporated into the CE report.

As the above items are now regularly included in the CE Report, they will be removed from the agenda.

5. Matters for Discussion

5.1 Chief Executive's Report

The CE referred to the issues that were covered in the Chief Executive's report.

5.1.1 Meeting with Susan Pearce, Secretary, NSW Health

The CE had her first 1:1 with the Secretary whilst in Sydney for the Senior Executive Forum recently.

The Board noted the brief provided to the Secretary. This included information regarding the forthcoming commissioning of Tweed Valley Hospital, awareness of a potential continued depletion of workforce due to the increase in activity at Gold Coast University Hospital and other topics related to creating a sustainable future for the LHD.

5.1.2 ELT Strategic Priorities

➤ **Workforce, recruitment, retention and wellbeing:**

- The results of the People Matter Employee Survey have been discussed with all staff and site-based plans have been prepared. The ELT have considered the results at a whole of LHD level and have agreed priority areas of focus. Of note, work will be focused on the completion of annual performance reviews.
- Nurse agency costs and utilisation continues to decline. Services are reporting a high level of satisfaction with the calibre of international nurses who have been recruited recently.
- A NNSWLHD Work Health and Safety Committee will be established with a reporting line to the ELT Workforce Committee. There will be a component of site-based work.
- Adam Reid will continue as Acting Manager of The Tweed Hospital.
- Ellie Saberi has commenced as the Program Director for Creating a Sustainable Future Program.

➤ **Quality and Safety of Patient Care:**

- The Board noted the KPI (Key Performance Indicators) report December 2023.

➤ **Empowering Aboriginal Health Together:**

- A regular review of Aboriginal KPI's has commenced (quarterly) noting data that will be monitored includes RTD compliance, DNW and DAMA rates as well as governance of progress against the action plan.
- A new Group A Streptococcus (GAS) and Suspected Acute Rheumatic Fever Clinical Pathway is now available across the LHD
- The Aboriginal Health Team are asking staff to join them in 2024 by celebrating the contribution and culture of Aboriginal and Torres Strait Islander people and helping to contribute to embedding Aboriginal Health into their business.

➤ **Leadership and Communication:**

- Update provided on the submission to the Special Commission of Inquiry into Healthcare Funding. The NNSWLHD submission is #133.
- A very successful Clinical Streams Workshop was held early February with over 60 clinical and managerial attendees from across the District.
- Update provided on site-based forums across the LHD.

• **Financial Sustainability:**

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- Brief update on the efficiency savings to date.
- The Board noted the Ministry have provided a NNSWLHD Financial Recovery Recommendations Reporting Template for use.

5.1.3 Matters for Approval

Nil for this meeting.

5.1.4 Update on key issues / risks

- Update on the commencement of decommissioning of The Tweed Hospital.
- Murwillumbah service delivery plans will be confirmed to staff early March 2024.
- The Grafton Redevelopment planning will recommence with a risk-based approach being taken to the project.

5.1.5 Major Key Performance Indicators

- Performance against priority KPIs was taken as read.

5.1.6 Security, Risk and Compliance Update

The Board noted a security, risk and compliance prepared by Tim Lawson, Chief Legal Counsel.

5.1.7 Governance Update

Nil for this meeting.

5.1.8 Digital Health Update

- The Board noted an update on the Single Digit Patient Record (SDPR) Project.
- An update was provided on Digital Health progress across the LHD.

5.1.9 Capital Works/Planning Projects

- An update was provided on the capital works and planning projects across the LHD.

5.1.10 Update on Management Committees

- **Clinical Planning and Clinician Engagement** – 13 February 2024. Committee members endorsed the final version of the Health Care Services Plan, noting submission to the February Board meeting for final sign off.
- **Community Partnership Advisory Committee** – minutes to be provided at the March Board meeting.
- **Research and Innovation Committee** – the Board noted the update at today's meeting.
- **Clinical Council** – will be provided once established.

5.1.11 Media and Community Engagements:

- The Board noted the media releases on protecting yourself from COVID-19 over the holiday season, BreastScreen NSW van coming to Ballina, Our Kids back in time 2024 calendar and preparation for Samson 2024, and BHI Northern NSW Hospitals perform well through the winter period. February included BreastScreen mobile unit, an MMR vaccination clinic at Murwillumbah and an update on redevelopment at Ballina.

5.1.12 Primary and Intersectoral Engagements

- An update was provided on recent primary and intersectoral engagements by the CE

5.1.13 Matters for noting:

- Work continues on the CT machine proposal for Maclean Hospital.
- A letter has been received from the Ministry regarding the Ballina Redevelopment. Further information has been provided to Ballina staff.

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5.1.14 Important Meetings/Diary Commitments:

- The Northern NSW LHD Quarterly Performance meeting was held 21 February 2024.
- The CE will be on annual leave from 29 February to 6 March inclusive. Lynne Weir will be A/CE during this time.

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) – 13 February 2024

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 24 January 2024

The Board noted the January meeting was an out of session meeting.

5.2.2b Finance and Performance Committee (F&PC) – 21 February 2024

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 14 December 2023.

In Dr Arthur's absence the Board noted the MDAAC minutes for 14 December 2023.

5.2.3b Medical and Dental Appointments Advisory (MDAAC) Committee – 8 February 2024

In Dr Arthur's absence the Board noted the MDAAC minutes for 8 February 2024.

5.2.4 Audit and Risk Committee Special Finance (ARC) – 6 December 2023.

The Board noted the unconfirmed ARC 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 Calendar

6.3.1 Chair's Calendar

The Board noted the Chair's Calendar.

6.3.2 Updated Board Calendar

The Board noted the updated Board Calendar.

6.4 Other matters for noting

- **Item 6.4.1** Audit and Risk Committee Chair – Annual Report for the Board. Mr Mark McCoy joined the Board meeting to be available for questions on his report. The Board will review his report for the March 2024 meeting.
- **Item 6.4.2** Public Interest Disclosure Internal Reporting Policy – noted.
- **Item 6.4.3** Rounding Selections – the Chair advised this item would be held over pending the appointment of the new Board Secretariat as they will coordinate this.

6.5 Business without notice

There was no business without notice at today's meeting.

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7 Meeting Finalisation

7.1 Next Meeting

27 March 2024

Invercauld House, Goonellabah NSW

7.2 Meeting closed

Dr White provided a critique of the meeting.

There being no further official business, the Chair declared the meeting closed at 12.35pm.

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

Signed

Date

Mr Peter Carter Chair

Northern NSW Local Health District Board

11:50am – 12:05pm Presentation by Deidre Robinson, Director MHAOD.

The Board welcomed Dee Robinson to the meeting to provide an overview of Mental Health and Alcohol and Other Drug services currently. Ms Robinson provided her presentation with the Board papers.

The Board thanked Ms Robinson for attending the meeting today and for providing an update on the excellent work undertaken in the MHAOD Service across the District.

12.05pm – 12.10pm Mr Mark McCoy – Annual Report to the Board 2023

Mr McCoy, Chair of the Audit and Risk Committee joined the meeting online to discuss his report as tabled and answer any questions of the Board.

As neither the Board Chair nor CE had an opportunity to review this report prior to it being presented to the Board, the Board Chair advised Mr McCoy the Board would take the time between now and the next Board meeting to review the report in preparation for a fuller discussion at that Board meeting.

The Board thanked Mr McCoy for being available to speak to the Board today.