

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 27 MARCH 2024 COMMENCING AT 9.00AM AT INVERCAULD HOUSE, INVERCAULD ROAD, GOONELLABAH.

Page - 1 - of 10

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

An in-camera session was held from 9.00am – 9.50am.

2.1 PRESENT AND APOLOGIES:

Mr Peter Carter (Chair), Mr Scott Monaghan, Dr Alasdair Arthur, Adjunct Professor Susan Nancarrow, Ms Carolyn Byrne, Dr Andrew White, Mr Pat Grier, Ms Naree Hancock, Dr John Griffin, Mr Michael Carter.

Microsoft Teams:, Mr Thomas George.

Apologies: Dr Cathy Adams

In Attendance:

Ms Tracey Maisey, Chief Executive

Ms Liz Blake, Manager, Chief Executive Unit

Ms Isabella Rainbird, Senior Administration Officer, Chief Executive Unit

Ms Melissa Loveday, Board Secretariat designate, Chief Executive Unit.

In Attendance for part of meeting:

Mr Matthew Long, Director Corporate Services.

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

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

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 27 February 2024 were **ENDORSED** as a true and accurate record.

Moved: Dr Alasdair Arthur

Seconded: Mr Pat Grier

CARRIED

2.3.1 Business Arising from the minutes:

Nil for this meeting.

2.3.2 Other Matters Arising from the minutes

Nil for this meeting.

3. Matters for Decision

3.1 Horizon Scanning

The Board Chair has requested each Board member be provided the opportunity to report on matters of interest within their area of expertise and be related to health care.

Ms Hancock spoke to the Board about culture and spoke about organisations being able to identify what it was they aspire their culture to be. Naree has a paper that has a nice framework to it and would like to share with the Board. Ms Hancock will send this through for sending on to Board members for their information.

Prof. Nancarrow next spoke about work she is currently involved in that is relevant related to workforce flexibility and increasing effectiveness of the workforce. Due to time limitations at today's meeting, the Board Chair asked if Prof. Nancarrow would do her presentation at the April meeting along with other Board members yet to present. To be included on the April

agenda.

3.2 Strategic Discussion

The CE spoke to the Board regarding a Strategic Priorities Alignment. The purpose of this discussion is to provide a visual comparison for the Board's information and feedback on the NNSWLHD Vision/Purpose Strategic Plan for 2019-2024 against Board Priorities, 2023/24 Future Health Strategic Framework for 23/24 Service Agreement and ELT priorities.

The above priorities were displayed for the Board to review and this highlighted differing priorities across the three key documents related to the same Vision from the Strategic Plan.

The next slide then displayed this information in a driver diagram. It more clearly demonstrated what the aim/s are, what the primary then secondary drivers of these would be, and the intervention identified to ensure the drivers happen and are effective.

The Board were very positive in their comments and feedback and thanked the CE for her work in compiling this information. The Board confirmed it would like to see this work progressed.

4. Matters for Discussion

4.1 Chief Executive's Report

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

4.1.1 ELT Strategic Priorities

The Board Chair and CE met recently with the Secretary, Chief Financial Officer and Deputy Secretary of Performance and Sustainability to discuss the Financial Recovery Plan for Northern NSW. Key points covered included acknowledgement of the significant financial challenges across the state, and support of the NSW integrated approach regarding the proposed plan. The Ministry have noted their support for the Creating a Sustainable Future Together Program and are seeking acceleration in some areas.

The CE spoke about patient flow at Lismore Base Hospital ED, and advised of an independent review that was undertaken, acknowledging comments related to cultural appropriateness. There were strong recommendations related to changes that would be appropriate and the CE will provide further information at a later Board meeting.

4.1.2 Matters for approval

Nil for this meeting.

4.1.3 Update on Key Issues/Risks

- The date of the closure of Murwillumbah Surgical Inpatient Ward announced in August 2022 was advised to staff and the community on 12 March 2024. It was acknowledged that this process was not well managed and a lessons learnt process will be completed. A fact sheet was developed to assist with enquiries at the Tweed Valley Hospital Community Open Day held 16 March 2024. This day was a great success with between 4000 and 5000 people through.
- The Tweed Valley Hospital is due to open to patients on Tuesday 14th May 2024. There have been several issues identified as part of the commissioning process including mould rectification in select sites across the campus and rectification of a power supply failure.

4.1.4 Major Key Performance Indicators

Performance against priority KPI's were taken as read.

- 4.1.5 Security, Risk and Compliance**
This document was circulated separately to the Board for review.
- 4.1.6 Governance Update**
The Corporate and Clinical Governance model has been distributed to key stakeholders, clinical leaders, Tier 3 managers, and professional bodies. This consultation closes on 26 March.
- 4.1.7 Digital Health Update**
Single Digital Patient Record (SDPR) Project
- 4.1.8 Capital Works/Planning Projects (other than TVH)**
The Health Care Services Plan has been finalised and forwarded to the Ministry of Health following Board approval in February.
The planning team are now prioritising future activities based on the actions from the HCSP. The next stage involves reviewing the role delineation of our facilities.
The Capital Works team are working on the divestment of The Tweed Hospital.
Work is continuing on the development of seven proposals for the next round of Regional Minor Works funding which supports projects up to \$250k in the coming two financial years.
- 4.1.9 Update on Management Committees**
Community Partnership Advisory Council
Draft meeting minutes as tabled in today's papers
- Research and Innovation Committee**
Draft meeting minutes as tabled in today's papers.
- 4.1.10 Media and Community Engagements**
As noted in the CE report.
- 4.1.11 Primary and Intersectoral Engagements**
As noted in the CE report.
- 4.1.12 Matters for Noting**
The Special Commission of Inquiry into Healthcare Funding will be visiting Northern NSW for several days in early September 2024. The Board will be asked to consider information provided, and some members may be asked to be included in this process.
- 4.1.13 Important meetings/diary commitments**
Meetings scheduled as noted in the CE report.
- 4.1.14 Murwillumbah District Hospital**
Please refer to 4.1.3.
- 4.1.15 Questions for the Chief Executive without notice**
Dr Arthur noted the increase in patient acuity and decreasing bed days. He noted this would likely get 'steeper and faster', advising 10 years ago it was rare to see a patient over the age of 90 years in the emergency department. The change is now they are a frequent presentation and regular admission until Residential Aged Care is sorted.

The CE advised patients have indeed had longer stays in the last 12 months, noting approximately 400 Residential Aged Care Facility (RACF) beds were lost during

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 27 MARCH 2024 COMMENCING AT 9.00AM AT INVERCAULD HOUSE, INVERCAULD ROAD, GOONELLABAH.

Page - 4 - of 10

the floods in 2022. Some have reopened, but hasn't been sufficient for demand is still not being met. There are currently approximately 60 patients across the District who are ready for discharge but no beds to which they can be transferred. The patient flow unit has been making all efforts to step down capacity to move them from Lismore to Ballina/Casino, Tweed to Byron and elsewhere.

Ms Carolyn Byrne asked about the Mobility Placement Policy as this was not a policy previously in existence.

The CE confirmed the threshold for someone to be refused under this policy is very high. The staff member needs to be unsuitable for the role, the example given being that they may be suitable for a job in Tweed Heads but live in Sydney. At the time of today's meeting, the LHD were not aware of anyone being assessed for Northern NSW suitability.

Ms Carolyn Byrne also asked about a recent conversation at a conference regarding a decision in Queensland under the Human Rights Act advising it's illegal to terminate someone's position if they refuse vaccination.

The CE noted that NSW Health is unable to make an offer of employment unless the person concerned is fully vaccinated. Dr Kerry Chant has recently provided information regarding vaccinations related to Health Care Workers.

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

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

The chair noted the various committee minutes that are tabled at Board meetings are varied in length, content and format. The Board recommended meeting minutes be added to the April agenda for discussion.

5.2.1 Health Care Quality Committee (HCQC) – 12 March 2024

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 20 March 2024

Mr Michael Carter advised the minutes for the meeting held 20 March were being revised and will be tabled at the next Board meeting.

A matter related to state contracts was raised by Mr Michael Carter. Mr Carter indicated his concerns about being required to enter state contracts without an internal assessment of financial impact being completed. It was agreed that an approach be considered by the Finance and Performance Committee to ensure financial due diligence occurs.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 14 March 2024.

The Board noted the unconfirmed MDAAC minutes.

5.2.4 Community Partnership Advisory Committee (CPAC) –12 February 2024.

The Board noted the unconfirmed CPAC minutes.

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

Nil for this meeting.

6.1 Major correspondence

Nil major correspondence.

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 27 MARCH 2024 COMMENCING AT 9.00AM AT INVERCAULD HOUSE, INVERCAULD ROAD, GOONELLABAH.

Page - 5 - of 10

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 Deputy Chair Appointment

The Board Chair noted the appointment of the Deputy Chair is now confirmed with congratulations to Scott Monaghan. Mr Monaghan's tenure as Deputy Chair commences on 1 April 2024.

6.5 Business without notice

6.5.1 Board members laptops

Matt Long, Director Corporate Services attended at the end of the Board meeting to speak to the Board regarding options to sign into the NNSWLHD network, without the need for a separate laptop. Most Board members expressed their interest in utilising a secure remote desktop connection (Citrix) from their personal computers in order to do this. An email will be sent to Board members asking them to confirm their preference and the resultant change can be made in the coming weeks.

7 Meeting Finalisation

7.1 Next Meeting

24 April

Education meeting room 1 and 2, Grafton Base Hospital, Grafton.

7.2 Meeting closed

Mr Monaghan provided a critique of the meeting.

There being no further official business, the Chair declared the meeting closed at 11.36am for the Board to join the Executive Leadership Team and other invited managers for a Quality Workshop with Prof. Michael Nicholl.

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

Signed

Mr Peter Carter Chair

Northern NSW Local Health District Board

Date