

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 29 NOVEMBER 2023 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**

An in-camera session was held to discuss regulatory requirements.

**2.1 PRESENT AND APOLOGIES:**

Mr Peter Carter (Chair), Mr Scott Monaghan, Dr John Griffin, Mr Thomas George, Mr Pat Grier, Professor Susan Nancarrow, Dr Cathy Adams

**Microsoft Teams:** Dr Andrew White, Ms Naree Hancock, Mr Michael Carter

**Apologies:** Ms Carolyn Byrne, Dr Alasdair Arthur

**In Attendance:**

Ms Tracey Maisey, Chief Executive  
Ms Liz Blake, Manager Chief Executive Unit  
Ms Kate Greenwood, Board Secretariat  
Mr Ged May

**In Attendance for part of meeting:**

Dr Alex Stephens, Director Research  
Dr Zoe Michaleff, Research Operations Manager  
Dr Louise Imlay-Gillespie, Chair, Lismore Base Hospital, Medical Staff Council  
Dr Chris Ingall, Clinical Head of Department, Lismore Base Hospital

**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 25 October 2023 as circulated were **ENDORSED** as a true and accurate record:

**Moved:** Mr Scott Monaghan

**Seconded:** Ms Naree Hancock

**CARRIED**

**2.3.1a** The Minutes of the Combined LHD and PHN Board Meeting held on 25 October 2023 as circulated were **ENDORSED** as a true and accurate record:

**Moved:** Dr Andrew White

**Seconded:** Mr Scott Monaghan

**CARRIED**

**2.3.2 Business Arising from the minutes:**

Nil for this meeting.

**2.3.2.1 Ms Maisey to provide an update on flexible rostering to the 29 November 2023 Board meeting.**

The Board noted this will be provided in the CE report.

**2.3.2.2 A Board/ELT workshop to be organised for the first quarter of 2024 to discuss reporting systems and processes with the facilitator to be confirmed.**

**Action:**

**A Board/ELT workshop to be organised for the 27 March 2024 to discuss reporting systems and processes with the facilitator to be confirmed.**

**2.3.2.3 Ms Karen Winkler, Emergency Care Assessment and Treatment Project Co-ordinator to present to a future Board meeting.**

The Board noted Ms Winkler will present to a Board meeting during the first half of 2024.

**Action: Ms Karen Winkler, Emergency Care Assessment and Treatment Project Co-ordinator to present to a future Board meeting.**

**2.3.2.4 The NNSWLHD Research Team to be invited to provide a presentation update on the progress of work within their Directorate to a future Board meeting.**

Please refer to presentation notes at end of these minutes.

**2.3.2.5 Ms Maisey to provide a report on the progress of matters raised by Mr Williamson MP to the 29 November 2023 Board meeting.**

Ms Maisey provided a verbal update on her recent meeting with Mr Williamson advising him of the work underway in relation to the matters he raised at the September Board meeting in Grafton.

The ELT is meeting in Grafton next week and a staff forum will be held in the afternoon on site. Ms Maisey will be providing an overview of the People Matter Employee Survey results and various other relevant matters specific to the Clarence Valley.

A brief update was provided on the various options for a Maclean Hospital CT machine.

**2.3.3 Other Matters Arising from the minutes**

Nil for this meeting.

**3. Matters for Decision**

**3.1 2024 Board Meeting Dates**

A brief discussion followed on the options of holding the 2024 Board meetings at the larger sites due to the facilities and IT requirements. The Chair indicated that he would like some smaller sites included in the 2024 schedule.

The Chief Executive suggested that to enhance engagement and Board visibility with smaller sites, an option of having some staff present to the Board on care initiatives they would like to highlight.

Discussion followed on Board engagement with staff and purposeful rounding. It was

agreed that the 2024 schedule will be updated to include smaller sites.

The Board also agreed to hold a half-hour virtual meeting sometime in late January.

**Moved:** Mr Thomas George  
**Seconded:** Professor Nancarrow  
**CARRIED**

### **3.2 2024 Board Subcommittee and Management Committee Appointment**

Following discussion of the Board sub-committee and Management committees, it was agreed to make the following appointments for 2024:

- **Health Care Quality Committee**  
Dr Cathy Adams, (Chair), Dr Andrew White, Ms Naree Hancock, Ms Carolyn Byrne
- **Finance and Performance Committee**  
Mr Michael Carter (Chair), Ms Naree Hancock, (until first half of 2024)  
Mr Peter Carter (observer), Dr Andrew White (observer first half of 2024 and commencing as member in second half of 2024)
- **Medical and Dental Appointments Advisory Committee**  
Dr Alasdair Arthur (Chair), Mr Scott Monaghan
- **Audit and Risk Committee**  
Mr Thomas George (observer)

#### **Management Committees**

- **Community Partnership Advisory Council**  
Dr John Griffin, Mr Scott Monaghan, Mr Thomas George, Mr Pat Grier
- **Clinical Planning and Clinician Engagement Committee** (until June 2024)  
Dr Cathy Adams (Chair), Dr Alasdair Arthur
- **Research and Innovation Committee**  
Professor Susan Nancarrow (Chair), Mr Pat Grier, Mr Scott Monaghan

**Moved:** Professor Susan Nancarrow  
**Seconded:** Dr Cathy Adams  
**CARRIED**

The Board **ENDORSED** the 2024 Board Sub-committee and management committee appointments.

### **3.3 North Coast Communities MOU between NNSWLHD, MNCLHD and PHN**

The Chair spoke on the North Coast communities MOU which will be a formal document for all parties to work together to develop shared healthcare for the betterment of the community. The MOU sets out the intent of working collaboratively and brings the joint

statement (NSW Health and NSW Primary Care Health Networks) to life.

Ms Maisey advised that she and Ms Wheeler, Chief Executive PHN have met and will Need also to meet with the MNCLHD to discuss how this will look in terms of tangible outcomes and practical action.

The Schedule of Works will need to be developed by the three CEs and will be a living document.

**Moved:** Ms Naree Hancock

**Seconded:** Professor Susan Nancarrow

**CARRIED**

#### **4. Board Strategic Priorities**

**4.1 Workforce and Culture** – nil for this meeting.

**4.2 Patient Flow** – nil for this meeting.

**4.3 Environmental Sustainability and Healthcare** – Dr Griffin provided an overview of the Net Zero Leadership Guidance for Boards and the Sustainability and Planetary Health – What Boards need to know documents.

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

**4.4 Aboriginal Health** – nil for this meeting.

#### **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 including:

##### **5.1.1 ELT Strategic Priorities**

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

- The results of the People Matter Employee Survey were discussed. Overall there has been a slight improvement in the overall response rate to 46.1%. A lengthy update was provided about various results in the survey and the local action plans that will be developed. These will form part of the key performance indicators for managers.
- Item 2.3.2.1 Update was provided on the flexible rostering practices for nurses.
- Adam Reid has been appointed as the acting General Manager for the Tweed Hospital and Tweed Valley Hospital services. Interviews for the permanent appointment will take place soon.
- 21 new registered nurses have been welcomed to the LHD in the past 5 months from UK and Ireland with a further 39 scheduled to arrive before February 2024.

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

- The Board noted the KPI (Key Performance Indicators) report July – Sept

2023.

- The Board noted the MOH Quarterly Board report KPIs April – June 2023.

➤ **Empowering Aboriginal Health Together:**

- Aboriginal Health Worker Education Days are scheduled for later this month which is an opportunity for Aboriginal Health Workers to come together for peer support and to access education.
- First graduation of students from NNSWLHD Health Academy being held next month.

➤ **Leadership and Communication:**

- Update provided on the session with Special Commission of Inquiry Team. This opportunity was used to especially focus on the opportunities and challenges with the proximity to Queensland.
- Update provided on site-based forums across the LHD.

• **Financial Sustainability:**

- Brief update on the efficiency savings to date.
- The Board noted the executed copy of the 2023-2024 Service Agreement.

**5.1.2 Matters for Approval**

Nil for this meeting.

**5.1.3 Update on key issues / risks**

- An opening date for TVH has been announced as the 14 May 2024.
- Grafton redevelopment has been paused pending the outcomes of discussion with key stakeholders relating to the updated Lower Clarence flood model recently released. These discussions are being led by Health Infrastructure.
- Update on recent visit to the LHD by Dr Kerry Chant, Deputy Secretary, Population and Public Health on the 9 November 2023.
- Update on the cover over the holiday period for Mental Health services.

**5.1.4 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during October 2023 NNSWLHD was 31.7% against a target of 50%(admitted).
- Elective Surgery Access Performance during October 2023 was Category 1 92% against a target of 100%, Category 2 74% against a target of 97% and Category 3, 77% against a target of 97%.
- Elective Surgery overdue numbers for October 2023 were Category 1 – 0, Category 2 – 281, Category 3 – 322. The target for December is on track to be achieved.
- Triage – NNSWLHD met triage Category 1 target, Category 2 October 2023 result was 81% with a target of 80% and Category 3 result was 75% against a target of 75%. Please note that the triage KPIs (%) have reverted to the previous targets of 1:100%, 2:80% and 3:75%.
- Transfer of Care target for October 2023 was 90% with a result of 82%.

**5.1.5 Security, Risk and Compliance Update**

Nil for this meeting.

**5.1.6 Governance Update**

Nil for this meeting.

**5.1.7 Digital Health Update**

- The Board noted the Annual Cyber Security External Penetration brief.
- An update was provided on Digital Health progress across the LHD.

**5.1.8 Capital Works/Planning Projects**

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

**5.1.9 Update on Management Committees**

- **Clinical Planning and Clinician Engagement** – 17 November 2023.  
Committee members considered the feedback from the ELT in the Clinical Services Plan with the suggested changes being made. The committee noted the Workforce Engagement Framework will be reassessed out of session.
- **Community Partnership Advisory Committee** – next meeting will be held 4 December 2023.
- **Research and Innovation Committee** – next meeting will be held in 2024.
- **Clinical Council** – will be provided once established.

**5.1.10 Media and Community Engagements:**

- The Board noted the media releases on Allied Health Awards winners and the Outpatient Cancer Care report.

**5.1.11 Primary and Intersectoral Engagements**

- Update was provided on recent primary and intersectoral engagements by the CE.

**5.1.12 Matters for noting:**

- State Executive Forum was held on 23 and 24 November 2023.

**5.1.13 Important Meetings/Diary Commitments:**

- The Annual Public Meeting is being held 29 November 2023 in LBH Auditorium.

**5.1.14 Questions for the Chief Executive:**

- Responding to a query, Ms Maisey provided a brief overview of the services remaining at the Murwillumbah District Hospital in relation to the commissioning of the Tweed Valley Hospital.
- Ms Maisey advised that further work is underway in relation to the Clinical Services

Plan due to the recent announcement regarding the flood levels in the Clarence Valley.

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) – 14 November 2023**

The Board noted the November 2023 meeting was cancelled.

**5.2.2 Finance and Performance Committee (F&PC) – 22 November 2023**

Mr Michael Carter provided an overview of the F&PC meeting at 10.40am before leaving the meeting early.

There are no changes in the forward projections for year to date. Progress continues on the Foundation Review. The District met with facilities recently to review the three-year sustainability budget recovery methodology.

Efficiency Improvement Plans are progressing well and continue to be monitored closely by the Finance team.

Ms Maisey provided an update on NWAUs relating to the budgets results and forecast. Acknowledging the hard work and relentless commitment of the Finance Team, Ms Maisey thanked them for their tireless efforts in navigating such a difficult time.

The Board noted the unconfirmed F&PC minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 9 November 2023.**

In Dr Arthur's absence the Board noted the MDAAC minutes.

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

The Board noted the next ARC meeting will be held on 6 December 2023.

**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**

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The Board noted the updated Board Calendar.

**6.4 Other matters for noting**

- **Item 6.4.1** Update on Patient Reported Measures
- **Item 6.4.2** Minutes NNSWLHD Quarterly Performance meeting

**6.5 Business without notice**

- In relation to the Board Development Plan, Ms Hancock, through the Chair, suggested an addition to the Board Agenda, titled "External Horizon Scan". This will be a short time slot to give individual Board members an opportunity to provide information they hear about in their work network within their area of expertise, and related to healthcare.

The Board Agreed to the amendment of the agenda.

**7 Meeting Finalisation**

**7.1 Next Meeting**

28 February 2024

Crawford House Lismore

**7.2 Meeting closed**

Mr George provided a critique of the meeting.

There being no further official business, the Chair declared the meeting closed at 12.27pm

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

Signed .....

Date .....

Mr Peter Carter ~~Ch~~

Northern NSW Local Health District Board

**9.30am – 10.00am NNSWLHD Research Team Presentation**

The Board welcomed the Research Team to the meeting and Dr Stephens provided a brief overview of the presentation today outlining the core functions of the unit being research governance, research development and support, and strategic growth of research activity and infrastructure.

Dr Stephens spoke on the research ecosystem and how the different components fit together. The benefits of a research active health service include patients and the public, healthcare staff and health services.

The NNSWLHD Research Principles include:

- Minimise/prevent harm caused to patients while under hospital care
- Improve health of patients
- Ensure timely access to healthcare
- Support and promote value-based healthcare



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- Improve patient-related experience and outcome measures
- Reduce burden of disease and address issues that are of greatest population health need
- Develop and support or people and culture

Dr Stephens briefly referred to the Research Strategic Plan and how its inception came about. Dr Michaleff, provided an overview all three of the core functions of the Research Office which include Research Governance – Ethical and scientific review and site authorisation, Research Development and Support and Strategic growth of research activity and infrastructure.

Key initiatives across the LHD have included:

- Rural, Regional and Remote Clinical Trials Enabling Program
- Northern NSW Academic Health Alliance (NAHA)
- NSW Regional Cancer Research Network (NRCRN)
- Rural Research Collaborative Learning Network (RR-CLaN)

The future vision through the lens of the Research Office is to achieve a Learning Health System. This is where 'science, informatics, incentives and culture are aligned for continuous improvement and innovation, with best practices seamlessly embedded in the care process, patients and families are active participants in all elements, and new knowledge captured as an integral by-product of the care experience'.

Professor Nancarrow thanked the Research Office for their contribution to research and innovation not only across the LHD, but the State and the Nation with such a limited number of staff and resources.

The Board thanked Dr Stephens and Dr Michaleff for attending the meeting today and for providing an update on the excellent work undertaken in the Research Office.

**12pm – 12.30pm Dr Ingall and Dr Imlay-Gillespie Presentation**

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

Dr Ingall referred to his presentation today and spoke of the evolution of Lismore Base Hospital acute-care service having gone from a cottage hospital model to a specialist model of care. Due to living in a growth corridor, the only thing which will be constant from now will be change.

Dr Ingall believes we have to evoke a Theory of Change, to adjust to the demands this growth will bring to the LDH service.

Today's presentation is about systems that have struggled to keep up with the growth.

There was a lengthy conversation in relation to Streaming Models of Care and Dr Ingall referred to the exceptionally motivated and well-intentioned group of doctors at Lismore Base Hospital who wish to work with management to ensure an approach of efficiencies, service, and good budgetary outcomes.

Dr Imlay-Gillespie spoke of some of the interactions and overlaps the Medical Staff Council and Clinical Head of Departments are feeling around historical processes that have been in place. A brief discussion followed on the changes being implemented within the structure of the LHD, in

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the delegations manual and clinical streaming. This work will hopefully help clinicians being able to engage and collaborate in a meaningful way.

Ms Maisey indicated that she understands the observations raised by Dr Ingall and Dr Imlay-Gillespie and feels this is a real opportunity to empower frontline staff to enable them to make decisions. Referring to the clinical streaming models, Ms Maisey advised she believes this is positive, clinical leadership.

Ms Maisey referred to the several process changes that are in train, and looks forward to watching the benefits of these roll out across the LHD over the next 12 months.

The Board thanked Dr Ingall and Dr Imlay-Gillespie for attending the meeting today.