

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 26 OCTOBER 2022 COMMENCING AT 9.00AM, HORIZONS ROOM, TWIN TOWNS CLUB, TWEED HEADS.

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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 not required.

2.1 PRESENT AND APOLOGIES:

Board Members: Mr Mark Humphries (Chair), Mr Peter Carter, Mr Scott Monaghan, Mr Thomas George, Mr Pat Grier, Dr John Griffin, Dr Alasdair Arthur, Dr Allan Tyson, Professor Susan Nancarrow

Via Microsoft Teams:

Ms Naree Hancock

Apologies:

Dr John Moran

Mr Michael Carter

Ms Carolyn Byrne

In Attendance:

Mr Wayne Jones, Chief Executive

Mr Ged May, Community Engagement Manager

Ms Jennifer Cleaver, Manager Chief Executive Unit

Ms Kate Greenwood, Board Secretariat

In Attendance for part of meeting:

Cr Chris Cherry, Mayor, Tweed Shire Council

Mr Troy Green, General Manager, Tweed Shire Council

Dr Joe Ogg, Co-Chair, The Tweed Hospital, Medical Staff Council

Mr Geoff Provest MP, Member for Tweed

Mr Matt Long, Director Corporate Governance

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

There were no declarations of pecuniary and/or Conflicts of Interest.

2.3 Previous Minutes:

- 2.3.1** The Minutes of the Board Meeting held on 28 September 2022 as circulated were **ENDORSED** as a true and accurate record:

Moved: Dr John Griffin

Seconded: Mr Pat Grier

CARRIED

2.3.2 Business Arising from the minutes:

2.3.2.1 Mr Jones to organise a follow-up Board workshop to include the Executive Leadership Team following the 26 October 2022 Board meeting.

The Board workshop will follow the 26 October 2022 Board meeting.

2.3.2.2 Mr Jones to request Ms Kathryn Watson, Associate Director Planning to review the effectiveness of the CPCEC committee and report back 26 October 2022 Board meeting.

Mr Jones advised further work is underway regarding this matter and a brief will be provided to the 30 November 2022 Board meeting.

ACTION:

Mr Jones to request Ms Kathryn Watson, Associate Director Planning to review the effectiveness of the CPCEC committee and report back 30 November 2022 Board meeting.

2.3.2.3 Mr Jones to provide a brief on NNSWLHD Own Source Revenue to 26 October 2022 Board meeting.

Mr Jones spoke to the information in the brief providing an overview of the budget challenges both within the LHD and the State more broadly. Over recent years, it has been difficult for the LHD to achieve Own Source Revenue targets for a variety of reasons and work is underway on the process of reviewing revenue status, processes and opportunities. The MOH is also reviewing targets and opportunities at a State level.

Mr Jones spoke briefly on the recent Federal Budget announcement in relation to COVID funding and the impact this will have on local budgets moving forward.

2.3.2.4 The Chief Executive Office is to forward the Deadly Heart presentation to Board members for their information.

Due to copyright concerns, the Board noted the Deadly Heart presentation was not able to be forwarded directly to Board members. However, Mr Jones will organise another screening date this month and advise members accordingly.

2.3.2.5 The Board Chair to forward a letter of appreciation to Ms Diedre Robinson, Director Mental Health, Alcohol and Other Drugs and her team to acknowledge the excellent work undertaken around the access to Opioid Treatment Programs.

The Board noted this letter was forwarded on the 6 October 2022.

2.3.2.6 Mr Jones is to meet with the MOH regarding the proposed bed numbers in the Grafton Base Hospital Clinical Services Plan (CSP) and will provide feedback to Dr White.

Mr Jones provided a brief update on the Grafton Base Hospital redevelopment and the work underway to finalise the CSP. Further discussion with the Ministry of Health has occurred and an agreement has been reached regarding Operating Theatre, ICU/COB and ED bed numbers.

A brief discussion followed on the importance of future proofing during the build process. This would ensure the option for expansion should the need arise due to the projected population growth in the Clarence Valley.

2.3.3 Other Matters Arising from the minutes

Nil for this meeting.

3. Matters for Decision

3.1 First 2000 Days Implementation Plan 2021-2025

The NNSWLHD First 2000 Days Implementation Plan 2021-2025 provides concrete guidance on the activities, projects and programs the District will undertake within the implementation period.

Mr Jones provided an overview of the information in the brief.

The Board **ENDORSED** the NNSWLHD First 2000 Days Implementation Plan 2021-2025.

Moved: Professor Susan Nancarrow

Seconded: Dr Allan Tyson

CARRIED

A brief discussion took place around the need to quantify and evaluate outcomes, due to the program being primarily community based. Mr Jones advised this is embedded in the Action Plan, however, he will also discuss this further with Ms Ellie Saberi, Manager Priority Populations, Integrated Care.

3.2 2022 NNSWLHD Annual General Meeting

Following a brief discussion regarding a guest speaker for the AGM, the Board agreed to invite Ms Lisa Beasley, General Manager, Community and Allied Health and Mr Roger Revell, Project Officer Wound Management to present on management of COVID in a virtual world

The Board **ENDORSED** the 2022 NNSWLHD Annual General Meeting draft agenda.

Moved: Mr Pat Grier

Seconded: Mr Peter Carter

CARRIED

4. Board Strategic Priorities

4.1 Workforce and Culture – update due November.

4.2 Patient Flow - presentation provided at September meeting.

4.3 Environmentally Sustainable Healthcare – Mr Peter Carter provided an overview of the October meeting including LBH Carbon Footprint Initiative, Electric Vehicle Charging Priorities. An update was also provided on the engagement of the Sax Institute and the work undertaken by the Lismore based University Centre for Rural Health.

Professor Nancarrow tabled the document: Impacts of Climate Change on Health and Health Services in Northern NSW: an evidence check rapid review completed by the Sax Institute.

An overview was provided of the findings in relation to the questions posed regarding impact of climate change in Australia, health and non-health impacts from climate impacts and how this will correlate in providing health services to the people of NSW.

Professor Nancarrow advised this report will be tabled and reviewed at the Environmentally Sustainable Healthcare Committee meeting next month.

4.4 **Aboriginal Health** – update due November.

5. **Matters for Discussion**

5.1 **Chief Executive's Report**

Mr Jones referred to the issues that were covered in the Chief Executive's report including:

5.1.1 **Current and Significant Issues**

- **People Matters Employee Survey** – a great result with 46% completion rate which compares very favourably to the NSW rate with a similar result. A detailed brief will be forwarded to the November Board meeting.
- **Staff Wellness Program** – Thank you badges are being presented to staff by the Executive Leadership Team during October/November.
- **Executive Performance Reviews**– the 2021-2022 Executive Leadership Team performance reviews have been completed.
- **Coronavirus/Influenza** – reported positive tests numbers continue to slowly decline across NNSWLHD with a corresponding stabilising of hospitalised patients.
- **Vaccination Update** – all vaccinations are moving to Primary Health providers including GPs and pharmacies. There remains capability to provide opportunistic inpatient vaccinations and a mobile clinic to vulnerable groups as required.
- **Elective Surgery** – private operators continue to undertake further public elective surgery from the overdue wait list. An update was provided on the discussions with anaesthetists in the Richmond Valley around elective surgery challenges.
- **Grafton Redevelopment** – The CSP will be represented to the steering committee for final review and endorsement before proceeding to the Master Planning phase.
- **Urgent Care Centres** – Further updates will be provided when available.
- **Long Service Leave** – Ms Jenny Cleaver, Manager Chief Executive Office will be taking 12 months long service leave commencing January 2023.
- **NDIS Discharge Delays** – the Board noted the Memo from Ms Tish Bruce, Executive Director, Health and Social Policy Branch regarding the NDIS participant hospital discharge delays.
- **Vale David Pearce** – the Board noted the message from Ms Susan Pearce, NSW Secretary Health advising of the sad passing of Mr David Pearce, Executive Director Mental Health Branch.

5.1.2 **Update on Strategic Issues**

- **Strategic Priority: Champions of Innovation and Research** – the Board noted the letter from Mr Vincent McTaggart, Executive Director, Strategic Reform and Planning regarding the Update on the Leading Better Value Care Initiatives.
- **Strategic Priority: Our Community Values our Excellent Person-Centred Care** – the Board noted the fact sheet detailing the Health Response to the Special Commission of Inquiry into the Drug Ice.
- **Strategic Priority: Champions of Innovation and Research** – NNSWLHD Nursing and Midwifery Research and Innovation Symposium is to be held 1 & 2 December 2022.

5.1.3 **Matters for Approval**

- Nil for this meeting

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during September 2022 NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 29%.
- Elective Surgery Access Performance during September 2022 was Category 1 91% against a target of 100%, Category 2 70% against a target of 97% and Category 3 was 66% against a target of 97%.
- Elective Surgery overdue numbers for September 2022 were Category 1 – 2, Category 2 – 505, Category 3 – 1071.
- Triage – NNSWLHD met triage Category 1 target, Category 2 September 2022 result was 77% with a target of 95% and Category 3 result was 74% against a target of 85%.
- Transfer of Care target for September 2022 was 90% with a result of 88%.

5.1.5 Security, Risk and Compliance Update

- The Board noted the quarterly update on the implementation of the recommendations in the Anderson Report.

5.1.6 Governance Update

- Regional Health Division appointments - the Board noted the recent appointments of Ms Michelle Maxwell, Director Strategy, Governance and Delivery and Mr Brendon Cutmore, Director, Information and Performance Support.

5.1.7 Digital Health Update

- An update was provided on Digital Health progress across the LHD, including the 2022 Cyber Security Annual Attestation, an update on the first draft of the completed Rural Funding Business Case and the progress of the commencement of installation at TVH.
- Mr Jones advised he will be providing a Cyber security update within the CE report on a monthly basis.

5.1.8 Capital Works/Planning Projects

- Murwillumbah District Hospital – this financial year will see upgrades to the Medical Imaging, ED Triage and Surgical Units, which are all funded by the NSW Health Rural Minor Works Program.
- Tweed Valley Hospital update was provided on the progression of the building phase. Terms of Partnership Agreement have been agreed with a group of education providers to fund the build of the second level of the Learning, Education and Research Hub.
- Lismore Base Hospital – service relocations are continuing following completion of the redevelopment works.

5.1.9 Matters for Noting

- Nil for this meeting.

5.1.10 Important Meetings/ Diary Commitments

- AGM to be held in the new LBH Auditorium 2pm 30 November 2022.
- Farewell dinner for Board members, Mr Mark Humphries and Dr Allan Tyson, 6pm 30 November 2022 to be held in Ballina.
- The NSW Health Awards will be held 1 December 2022 in Sydney.
- NCPHN Combined Board meeting to be held 31 January 2pm -3.30pm with venue to be

confirmed.

5.1.11 Questions for the Chief Executive without Notice

- Mr Jones indicated he will advise the Board when the new Chief Executive, Healthy North Coast has been appointed.
- A brief verbal update was provided on the booster shots for healthcare workers.
- Mr Jones explained the reason behind the recent improvement in Transfer of Care results is typical for this time of the year.
- Responding to a query, Mr Jones explained the difference between Security Officers and Health and Security Assistants.

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) – 11 October 2022.

Mr Peter Carter provided a brief overview of the HCQC minutes.

Mr Peter Carter spoke to the brief on Hospital Acquired Complications – 3rd and 4th degree perineal lacerations. The data indicated there has been improvement in this area and will continue to be monitored and reviewed by the HCQC moving forward.

The Board noted the unconfirmed 11 October 2022 HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 19 October 2022

In Mr Michael Carter's absence, Mr Humphries provided a brief overview of the minutes.

Challenges remain with the budget both at a local and State level. Impacts continue with nurse agency costs.

The Board noted the unconfirmed 19 October 2022 F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 13 October 2022.

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

The Committee noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee Special Finance (ARC) – 23 September 2022 and 30 September 2022.

In Ms Byrne's absence, the Board noted the ARC minutes.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – 18 October 2022.

The Board noted the minutes will be provided to the 30 November 2022 meeting.

5.2.6 Community Partnership Advisory Council (CPAC) – 10 October 2022.

Mr May provided a brief update on the CPAC minutes. He referred to a document tabled on the recruitment numbers of recent Expressions of Interest for CAGs across the

community. The Board were pleased with 44 EOIs being received with 28 of being appointed to CAG's in the LHD.

Work continues with Kirsty Glanville, Associate Director Aboriginal Health to recruit Aboriginal and Torres Strait Islanders to CAGs across the District.

5.2.7 Research and Innovation Committee (RIC) –5 October 2022

Professor Nancarrow provided a brief overview of the RIC minutes referring to the update provided by Mr Ken Hampson, Director Clinical Governance on progress with to harmonising the LHD Safety and Quality education and training content across the LHD. Professor Nancarrow advised this was a lengthy discussion and the committee will follow up when the workforce training report is made available.

The Board noted the brief: An upper floor for the Education Hub at Tweed Valley Hospital – signed agreement by Dr Tim Williams, Executive Director Medical Services.

The Board noted the unconfirmed 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 Calendar

6.3.1 Chairman's Calendar

The Board noted the Chairman's Calendar.

6.3.2 Updated Board Calendar

The Board noted the updated Board Calendar.

6.4 Other matters for noting

6.4.1 Nil for this meeting.

7. Meeting Finalisation

Professor Nancarrow provided a critique of the meeting.

Mr Peter Carter provided a brief update on the recent ISQUA Conference held in Brisbane and will provide further details to the 30 November 2022 Board meeting.

7.1 Next Meeting

30 November 2022

Crawford House Lismore

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.39pm

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

Signed 

Date 30/11/22

Mr Mark Humphries
Chair
Northern NSW Local Health District Board

9.30– 10.00 Tweed Shire Council – Cr Chris Cherry, Mayor and Mr Troy Green General Manager

The Board welcomed Cr Cherry and Mr Green to the meeting.

Cr Cherry provided a brief overview of topics they wished to discuss including the plans for The Tweed Hospital (TTH) when the Tweed Valley Hospital (TVH) has been commissioned. A lengthy discussion followed on the possibilities and the various community-based options to utilise the site. The importance of keeping it in the hands of the community was raised.

Mr Jones advised that as the Chief Executive and the Board, unfortunately the decision for TTH future does not rest with them. Mr Jones offered to put Mr Green in contact with Ms Rebecca Wark, Chief Executive, Health Infrastructure to discuss this matter further.

Mr Jones responded to a query in relation to the how the University Partnership Alliance process works in relation to placements for undergraduate medical staff. Mr Jones advised the current partners are in place but is happy to raise the possibility for other Universities to engage with NNSWLHD for future partnerships.

Cr Cherry queried the health services that will stay at the Murwillumbah District Hospital following the opening of the TVH. Mr Jones provided a brief overview of the services that will remain and advised he will provide further information to Cr Cherry and Mr Green.

Mr Green spoke on the NSW Better Grant Funding program that provides finance for local councils for the betterment of local roads. The M1 can sometimes close in large local floods which can pose challenges in accessing the new TVH. Mr Green advised the council is advocating for a review of this section of the M1 and invited the Board to also advocate with them, to ensure access to the TVH during floods.

ACTION:

Mr Jones to draft a letter for the Board Chair's signature to Minister Faraway, MLC, Minister for Regional Transport and Roads to review the section of the M1 to ensure access to the TVH during flood events.

A brief update was also provided on the Tweed Coast Road in relation to access for the Kings Forrest Development. Mr Jones indicated that while this is not specifically a health issue he would take this on notice and seek advice as ensuring sustainable and affordable housing for health care workers was essential.

A brief discussion followed on the importance of affordable housing

Cr Cherry advised the general feedback from the community is the new TVH looks amazing, it will be a fantastic asset to the local area and look forward to its commissioning in 2023.

The Board thanked Cr Cherry and Mr Green for their time today.

9.30am – 10.00am – Dr Joe Ogg Chair, The Tweed Hospital Medical Staff Council (MSC)

The Board welcomed Dr Ogg to the meeting.

Dr Ogg spoke on culture and the need to ensure that it always coincides with the CORE values of NSW Health.

He provided some examples of where he has faced some challenges and a query was raised on the People Matter Employee Survey (PMES). Mr Jones spoke on the PMES results and how they are communicated to staff across the footprint.

A lengthy discussion followed on how culture filters through leadership and management across all businesses and organisations. The importance and challenges of finding a balance with large workplaces was discussed.

Mr Jones responded to Dr Ogg providing the details of the current work underway at TTH to enhance culture, understand their concerns and to ensure they are addressed.

An update was provided on work that is progressing within the Workforce Directorate to build upon the customer focus approach. Mr Jones committed to meeting with the Medical Staff Council to outline the work that is being carried out and the outcomes/actions from the latest PMES.

Responding to a query, Mr Jones reassured Dr Ogg that the Workforce Plan for TVH transition is continuing including around cardiology services, medical imaging and a range of other medical services.

The Board thanked Dr Ogg for presenting to the meeting.

10.40am – 11.10am Mr Geoff Provest, MP Member for Tweed

The Board welcomed Mr Provest to the meeting.

Mr Provest queried the future use of TTH and Mr Jones advised that any divestment decisions will be made at a central agency level. In relation to the TERCI building on the hospital site, Mr Jones advised some services will remain in this building, however these will be community and day only services, with no overnight services being offered.

Referring to transition into the new TVH next year, Mr Jones advised the LHD has engaged a company that specialises in transitioning and this process will commence very soon, as it is often a 12-month process.

Mr Jones responded to a query regarding the staffing challenges across the District and the work actively underway to recruit to clinical positions.

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Free parking at the new TVH was spoken of, and whilst the community have a certain position on this, Mr Jones advised this decision is not made at a local level. Discussion followed on ensuring a consistent message across the State in relation to parking at health precincts. Mr Jones reiterated there will be some free parking onsite, however, at this stage the multi-story carpark will not be free and any other decision contrary to this is made by MOH and Government. Figures around the actual revenue stream from LBH parking will be forwarded to Mr Provest for his information.

Responding to a query, Mr Jones spoke on the percentage of Queensland residents attending ED and elective surgery procedures at the TTH compared to the number of NSW residents attending Queensland hospitals. Mr Jones explained the process of how this data is captured for financial purposes.

Mr Provest acknowledged the excellent work of Mr Jones and the LHD staff in managing the challenges with COVID and border closures.

The Board thanked Mr Provest for his time in attending the Board meeting and his commitment to the vision of building of Tweed Valley Hospital.