

MINUTES OF THE COMMUNITY AND STAKEHOLDER MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 2 DECEMBER 2015 AT THE BALLINA SURF LIFESAVING CLUB, LIGHTHOUSE PARADE, EAST BALLINA, COMMENCING AT 5.30PM

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PRESENT AND APOLOGIES:

Dr Brian Pezzutti (Chair), Mr David Frazer, Ms Rosie Kew, Dr Allan Tyson, Ms Deb Monaghan, Mr Mark Humphries, Dr Jean Collie, Dr Joe Ogg, Dr Sue Page, Dr John Moran and Ms Leone Crayden.

In Attendance: Refer to the attached list.

Apologies: Mr Malcolm Marshall, Professor Lesley Barclay, Mr Ritchie Williamson, Mr Kevin Hogan, MP Member for Page, Ms Jenny Dowell, Mayor, Lismore City Council, Ms Justine Elliot, MP Member for Richmond, Mr Chris Gulaptis, MP Member for Clarence, Mr Gary Bagnall, Dr Chris Ingall, Dr Katherine-Willis Sullivan, Ms Annette Symes.

5.40pm Welcome to Country was provided by Ms Monica Kapeen

5.45pm Mr Chris Crawford, Chief Executive, Northern NSW Local Health District (NNSW LHD) welcomed NNSW LHD Board and Executive Members, Hospital Auxiliary Members, Non Government Organisation Members, representative of the North Coast Primary Health Network (NCPHN), Community Engagement Advisory Council (CEAC) Members, representatives of Aboriginal Medical Services and NNSW LHD Staff to the fifth NNSW LHD Annual Community and Stakeholder Meeting.

Mr Crawford introduced Dr Pezzutti, NNSW LHD Board Chair and invited him to provide a report on the Year in Review and Challenges Ahead for NNSW LHD.

5.50pm Dr Pezzutti thanked Ms Kapeen for providing the Welcome to County and welcomed Dr Jean-Frederic Levesque, Chief Executive, Bureau of Health Information thanked him for accepting the NNSW LHD Board's invitation to be the Guest Speaker at the Annual Community and Stakeholder Meeting.

Dr Pezzutti provided an overview of the Year in review including some of the challenges ahead for NNSW LHD with the following points being made:

Changes to the NNSW LHD Board

- Dr John Moran from Murwillumbah and Dr Jean Collie from Grafton took up their appointments from the 1 January 2015.

Community and Clinician Engagement

- NNSW LHD Board Meetings are held across the Health District and have included a number of pre and post meeting activities including Patient Stories, Tours of facilities and meetings with Clinicians, which forms part of the Clinician Engagement strategy of the Board.
- Clinician Engagement has continued to be a focus of the Board with request for the NNSW LHD Executive to implement and report on the recommendations from the Clinician Engagement plan.

- Aboriginal Health has been a focus for the Board this year with the development of the NSW LHD Aboriginal Health and Wellbeing Plan, the Steering Committee of this Plan was co-chaired by two Bundjalung Women, Ms Deb Monaghan NSW LHD Board Member and Ms Jenny Smith Manager, Aboriginal Health. Dr Pezzutti also thanked Ms Maureen Lane, Manager Planning and Performance and her team for the work undertaken in developing this Plan across agencies.
- The NSW LHD Board has closely monitored the relationships and partnerships between the NSW LHD and other Health Service Providers at the service level this year including:
 - Integrated Care Program - \$535K to significantly improve the integration of health services within Northern NSW;
 - Agreement for the NSW LHD Community Engagement Advisory Council to undertake its advisory role both for NSW LHD and the North Coast Primary Health Network (NCPHN) thus providing advice across the spectrum of care; and
 - NSW LHD, NCPHN, Bulgar Ngaru Aboriginal Medical Service, Bullinah Aboriginal Medical Service and Casino Aboriginal Medical Service have agreed to a second Aboriginal Partnership Agreement from 1 January 2016 to 31 December 2018;
- A second NSW LHD Community Engagement Conference will take place on the 3 and 4 December 2015 with input from a number of local Clinicians, Service Providers as well as with involvement from Health Consumers NSW and over sixty five registrations have been received for the Conference.

Service Enhancements

A number of Staffing and Service Enhancements have been made or commenced this year a sample of which include:

- Lismore Base Hospital (LBH) Stage 3A redevelopment and announcement of additional funding for to undertake LBH Stage 3B;
- Redevelopment of the Casino District Hospital Emergency Department – \$3 million upgrade;
- Building of the new Byron Central Hospital - \$88 million;
- Rural EHealth Program;
- Completed the final \$450,000 stage of the \$1.7 million Murwillumbah District Hospital Emergency Department Upgrade;
- Grafton Base Hospital Ambulatory Care Centre; and
- New Breast Screen mobile bus.

Planning

- Sub-acute Mental Health Unit for Byron Central Hospital and establishment of an Older Persons Mental Health Unit at Lismore;
- Progressed the planning for construction of the Bonalbo Multipurpose Service;
- Planning for the Coraki HealthOne Centre;
- The Board continues to advocate for funding for a number of other services and facilities where the perquisite planning has been undertaken in particular:
 - The Tweed Hospital Multistorey Carpark
 - The Tweed Hospital Redevelopment Stage 4
- This year's planning activities have included:
 - Ballina Clinical Services Plan;
 - Integrated Aboriginal Health and Wellbeing Plan; and
 - Mental Health Integration Plan with NCPHN being the lead agency.

Budget and Performance

- Surgery and Emergency Targets met or above target across the District;
- The 2015/2016 NNSW LHD Budget does contain positive news but as with previous years will also require some challenges to be met through careful management to optimise the delivery of high quality patient care from the available funding;
- Each year NNSW LHD enters into a Service Agreement with the NSW Ministry of Health (MOH). The Service Agreement operates as a key component of the NSW Health Performance Framework and clearly sets out the service delivery and performance expectations flowing from the funding and support provided to the LHDs and Specialty Health Networks; and
- This year there have been delays in signing the NNSW LHD Service Agreement with the MOH due to a number of areas which are of concern to the Board that are being pursued with the MOH.

Strategic Directions

- This year the Board reviewed the existing seventy-eight strategic initiatives contained in the NNSW LHD Strategic Plan for 2012-2015 and also proposed sixty-three new strategic initiatives.
- The Board has identified thirty-six Priority Strategic initiatives which it will monitor over the next twelve months.
- The Strategic Initiatives fit within ten Strategic Objectives:
 1. Protect the health of our community and include promotion of better health in everything we do;
 2. Continually improve the quality of and access to a comprehensive range of integrated health services including in partnership with key external health partners;
 3. Develop a valued, skilled and motivated workforce in a culture based on our core values;
 4. Ensure good stewardship and leadership through strong corporate and clinical governance;

5. Embed research and education as an integral element of clinical services;
6. Work in partnership to improve child wellbeing health and safety;
7. Work with the Aboriginal community and partners to improve the health of Indigenous Australians;
8. Maintain the LHD's counter-disaster and bio-preparedness system;
9. Involve the community in decision-making; and
10. Deliver capital works projects on time and on budget.

Collaborations

NNSW LHD continues to collaborate with NSW Health Entities and other key organisations. This has included:

- Combined Board Meetings with NCPHN
- Agency for Clinical Innovation
- Clinical Excellence Commission

Recognition to Mr Chris Crawford

Dr Pezzutti, Board Chair on behalf of the Board commended the hard work and dedication provided over many years by Mr Chris Crawford, Chief Executive who is retiring at the end of December 2015. Dr Pezzutti stated that NNSW LHD Board has benefited from and appreciated having such dedicated and experienced leadership. The Board, Management, Staff and the Communities of Northern NSW have indeed been well served by Mr Crawford's leadership over many years, Dr Pezzutti said and he wished Mr Crawford all the best in his future endeavours.

6.10pm Questions to Board and Executive on NNSW LHD activities.

The Board Chair invited questions from the floor to the Board and Executive on NNSW LHD activities.

Ms Susan Howland, Member of the NNSW LHD Community Engagement Advisory Council (CEAC) from the Clarence Valley, referred to the NNSW LHD Chryallis Program which one a NNSW LHD Health Award in 2015. Ms Howland advised that Grafton High School has expressed interest in introducing the Chryallis Program at their school however it needs assistance from NNSW LHD Health personal to implement this program. Ms Howland also indicated that the Clarence Valley also requires access to more counselling services.

Dr Pezzutti thanked Ms Howland for her representations on behalf of the Clarence Valley Community and for its interest in the Chryallis Program. Dr Pezzutti advised that he would refer this request to Ms Lynne Weir, Executive Director Richmond Clarence Health Service Group and Mr Wayne Jones, Chief of Staff, Chief Executive Unit to meet with Ms Howland and representatives of the Grafton High School to discuss how NNSW LHD Health can provide assistance with the implementation of the Chryallis Program at the Grafton High School.

6.15pm NNSW LHD Board Staff Appreciation and Volunteer Contribution Awards

Dr Pezzutti advised that this year five Certificates of Appreciation Awards will be made and four Board Awards for sustained or particularly outstanding contributions will be

given out. Dr Pezzutti advised that the NNSW LHD Board thanks all nominees and the Staff who provided the nominations.

The Certificates of Appreciation were awarded to:

- **Kathryn Parmenter, Business Support Unit, Chief Executive Unit** - Nominated for the efficient, responsive, friendly and accessible manner in which she provides advice and support services relating to accounts and staff rostering and to a number of Staff and teams
- **Ellen Thacker, Home and Community Care Nurse, Lismore Community Health** - Nominated for the provision of compassionate community nursing care undertaken in a friendly and professional manner and advocate for palliative care.

The Board Awards were presented to:

Board Staff Appreciation:

- **Maxine Molyneux – (Health Promotion Officer, Byron District Hospital)** - For ongoing enthusiasm and commitment to the Healthy Children's Initiative and engagement with Staff, NSW Health and the Education Department in rolling out best practice and quality programs
- **Dr Andrew White – (Director, High Dependency Unit, Grafton Base Hospital)** - For collaboration, engagement and leadership throughout the Grafton Base Hospital, with the Lismore Base Hospital and with the NSW Agency of Clinical Innovation.
- **Dr Tom Tait – (Director Obstetrics & Gynaecology, Lismore Base Hospital)** - For strong commitment to patient quality and safety within a patient centred philosophy of care and support provided across the NNSWLHD. The Board notes the respect engendered from all health disciplines and the women and their families that are cared for with the maternity network.
- **Rajender Lamont – (Clinical Nurse Consultant Diabetes, Grafton Community Health Centre)** - For contributions to Nursing and Community Health Services and collaboration with other service providers in the Clarence Valley for over 33 years.

Board Community Volunteer Contribution Award

- **Diana Tratt** - For your valued contribution as coordinator for the Grafton 'Look Good ... Feel Better' workshops which give women an opportunity for camaraderie and helps them to remain positive.
- **Toby Mancell** - For your valued contribution as a highly active consumer representative of the NNSW LHD Mental Health Forum including advocacy to improve the access and quality of Mental Health Services for Aboriginal People.
- **Ann Anderson** - For your valued contribution coordinator of the volunteer operated Café at the Murwillumbah District Hospital which has in the last seven years raised over \$300,000.

- **Leon Beveridge** - For your valued contribution, advocacy and involvement in a wide range of community activities including active membership of the NSW LHD Mental Health Forum and Drug and Alcohol Community Advisory Committee and your advocacy for 'Warm Room' in Emergency Departments.
- **Meredith Dennis** - For the dedication and commitment you give in providing a valued contribution to the community as Volunteer Coordinator for Tweed Palliative Care Support and Wedgetail Retreat.

Inaugural Board 'Be Involved' Award

- **Grafton Base Hospital** - In response to the 'be involved' challenge the Grafton Base Hospital invited interested members of the community to attend an Open Forum at the Hospital on the 29 October 2015 as part of plan to increase community engagement.

The Forum provided:

- Information on existing hospital and community health services;
- Information on current plans and initiatives;
- The opportunity to raise any questions or issues relating to services;
- The opportunity to provide feedback on their experiences with the health service; and
- Information on how they can better support their local hospital and health service.
- Whilst attendance was low the participants included previous complainants, current community members on Grafton Base Hospital Committees and other community members.
- The evaluation of the Forum by participants was extremely positive and lessons learnt from this Forum will be utilized to inform future events.

6.30pm Dr Brian Pezzutti introduced Dr Jean Frederic Levesque, Chief Executive, Bureau of Health Information (BHI) invited him to address the meeting.

Dr Jean-Frederic Levesque, Chief Executive, BHI provided a presentation on the work undertaken by the BHI.

Dr Levesque advised that BHI is the only performance reporting organisation at a State level and the objective of BHI is to provide information that is useful to the health system and that is why it needs to be an independent organisation. Dr Levesque advised that the BHI was established following the Garling Inquiry which was an assessment of the quality of care in Hospitals in New South Wales, however there was lack of trust of Clinicians and other people in the information that was provided to support improvement in Health Services. Garling considered that an organisation that was independent from the Ministry of Health and Hospitals would help to build trust so that people would commence acting on the information that was being provided.

The BHI was established in 2009 and produced its first reports in 2010 and commenced management of the NSW Patient Survey Program in 2012, launched the first interactive portal on the web in 2014 and this allowed anyone to have access to the information in the portal and a new Strategic Plan was launched in 2015. In 2015 the BHI has produced its fiftieth report, Dr

Levesque said.

The BHI's purpose to provide information to the community, healthcare professionals and the NSW Parliament with independent, timely and accurate information about the performance of the NSW public health system in ways that enhance the system's accountability and inform efforts to improve health care acknowledging that there are areas that can be improved but also embrace the successes publically and to reflect on the improvement in the system. Secondly, the BHI should provide this information that supports improvement to the Health System, Dr Levesque states. The work undertaken by BHI on developing new measures that are better adjusted for the Activity Based Formula and are more attributable to specific units so that it really support Management and Clinicians. This is being done by internal motivation of Clinicians, Managers and decision-makers to do better and so that they know about their own performance as a starting point to this. It was noted that being aware of the performance of other Local Health Districts also drives change and as part of this there are external pressures including contracts funding stream and policies, peer judgement and public pressure that impact on the ability to make change.

Dr Levesque indicated that BHI look at performance from different angles with the first one being Accessibility relating to healthcare where and when needed which is important in terms of the community expectations. Appropriateness is also considered which relates to providing the right care and being given in the right way. Other angles that are considered include effectiveness, efficiency, what is done with the available finding and equity which looks at the gaps between different groups and if the gaps are being or can be reduced in the future. Consideration is also given to how LHDs and Hospitals are integrating new ways to offer Health Services to make the Health System sustainable into the future and develop measure to support this.

Dr Levesque provided some examples of data that is produced by BHI including the Annual Performance Report which is about NSW as a State and he stated that the NSW Health System competes with the best Health Systems in the world however there are areas that can be improved. Dr Levesque spoke on the other reports that are produced by BHI including the Hospital Quarterly Report, Insights Into Care, Patient Perspectives, Data Matters, Spotlight On Measurement And Snapshots, Briefs, Dashboards and Profiles.

Dr Levesque also stated that the NSW Patient Survey Program is an important component of BHI and it encompasses Adult Admitted Survey, Children and Young Patients Survey, Emergency Department Survey and an Outpatient Survey. Other Surveys to be undertaken include a Maternity Care Survey, Small and Rural Hospital Survey and an Outpatients Cancer Clinics Survey. New Surveys will be developed and any suggestions for areas that need to be surveyed which have not already been undertaken, is appreciated BHI.

Dr Levesque acknowledged that there are some examples of excellence of care being provided across NNSW LHD. This includes the very good performance by NNSW LHD Emergency Departments which relates to the Patient experience of care results. NNSW LHD is the top LHD in NSW for the second year in terms of Hospital experience. Also NNSW LHD has improved on its results on a year to year basis for the experience of care of Patients, Dr Levesque said.

Dr Levesque noted that BHI also have other products other than the reports and these products include the Healthcare Observer, an interactive online portal allowing user to access accurate data and about NSW healthcare system. Data is also available on results from the NSW Patient Survey, Commonwealth Fund International Health Policy Survey, Hospital Quarterly Data, Hospital Profiles and tailored information for LHD Boards and Management. BHI is also undertaking more tailored information for Boards and Wards so that Clinicians and Board Members are better able to understand how the results that are being measured by LHDs. Some dashboards have been piloted of which more work is being undertaken with the Clinical Excellence Commission and the Agency for Clinical Innovation.

Dr Levesque advised that in the future BHI want to provide new measures based on system needs and this is assisted by visiting LHDs and obtaining feedback on what is considered to be the next important measures for LHDs. BHI want to continue its collaboration with the Pillars as working together to produce the information to improve care can make an enhanced impact can be made. Therefore working with the Agency for Clinical Innovation, NSW Cancer Institute and the Clinical Excellence Commission is imperative to achieve improved care for Patients.

More tailored and timely information will be made to local Communities by BHI and support and increased access in the use of digital data and interactive media in the presentation of complex data so that it is easier to understand is important to BHI, Dr Levesque said. Finding ways to engage with Clinicians and LHDs so that there is a better understanding of the context of the local experience and be able to reflect this in the BHI Reports is part of the ongoing work by BHI, Dr Levesque stated.

Dr Levesque thanked the NNSW LHD Board for inviting him to address the Board and the Annual Community and Stakeholder Meetings.

7.00pm Mr Crawford thanked Dr Levesque for his informative address.

Mr Crawford thanked the Community Members for attending the Annual Community and Stakeholder Meeting to receive the NNSW LHD annual report back to the Community and Stakeholders and to give recognition to Staff and Volunteers, who have made special contributions to the LHD over the past year.

Mr Crawford also stated that this Annual Community and Stakeholder Meeting was the last Annual Community Meeting that he would attend as NNSW LHD Chief Executive. Mr Crawford indicated that he has enjoyed his time in the position of NNSW LHD Chief Executive during which he has meet many community members who were passionate about developing Health Services in the Local Health District.

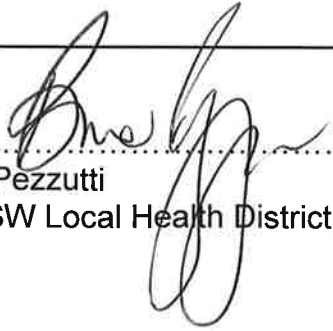
Mr Crawford thanked everyone for their support and hard work during 2015 and wished them a Merry Christmas and a very good 2016.

As there was no further business the meeting was closed at 7.05pm.

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Signed
The Hon Dr Brian Pezzutti
Chair, Northern NSW Local Health District



Date 18/2/16