

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON THURSDAY 27 FEBRUARY 2020 AT MANTRA TWIN TOWNS, CNR STUART AND GRIFFITHS STREET, TWEED HEADS, COMMENCING AT 8.00am**

**Page 1 of 10**

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The Deputy Chair opened the meeting and paid his respects to Aboriginal Elders, past and present, as the traditional owners of the land, being the Bundjalung Nation and thanked them for their custodianship of the land.

**1. In-camera Session**

An in-camera session was not required.

**2.1 PRESENT AND APOLOGIES:**

Dr Brian Pezzutti, Mr Mark Humphries, Mr Peter Carter, Professor Susan Nancarrow, Mr Michael Carter, Ms Carolyn Byrne, Dr Alasdair Arthur, Dr John Griffin, Dr Allan Tyson, Ms Deb Monaghan, Ms Naree Hancock, Dr John Moran

**In Attendance:**

Mr Wayne Jones, Chief Executive,  
Mr Ged May, Community Engagement Manager  
Ms Jennifer Cleaver, Manager Office of Chief Executive  
Ms Kate Greenwood, Secretariat

**In Attendance part of meeting:**

Ms Susan Pearce, Deputy Secretary Patient Experience and System Performance  
Mr Daniel Hunter, Chief Financial Officer and Deputy Secretary, Financial Services and Asset Management  
Ms Lynne Weir, Director Clinical Operations  
Mr Brett Skinner, Director Finance  
Dr David Hutton, Director Clinical Governance  
Dr Tim Williams, Executive Director Medical Services  
Ms Vicki Rose, Director Integrated Care and Allied Health  
Dr Richard Buss, Director Workforce  
Ms Karen Wickham, Manager Organisational Development and Learning

**Apologies:**

Mr Pat Grier, Ms Deidre Robinson, General Manager Mental Health and Drug and Alcohol Services, Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health, Mr Matt Long, Director Corporate Services

**Via Teleconference:**

No teleconference facilities available

**Declaration of Pecuniary and/or Conflicts of Interest**

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

**2.3 Previous Minutes:**

**2.3.1** The Minutes of the Board Meeting held on 29 January 2020 as circulated were ENDORSED as a true and accurate copy with the following amendments:

- 2.3.2.3 to now read ".....PMS action plans to the 27 February 2020 meeting"
- 5.1.10 to now read ".....prior to the accreditation and preceding the review..."

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- 5.1.4 ..... "The Chair noted that whilst the LHD is not meeting all ETP categories, it remains one of the leading LHDs in the state."

**Moved:** Professor Susan Nancarrow

**Seconded:** Ms Carolyn Byrne

**CARRIED**

Dr Pezzutti joined the meeting at 8.15am and assumed the role of the Chair.

### **2.3.2 Business Arising from the Minutes:**

#### **2.3.2.1 Mr Jones is to submit a brief on birthing services at Murwillumbah Hospital to the 26 February 2020 Board meeting.**

The Board noted this brief has been deferred to the 25 March 2020 Board meeting.

##### **ACTION:**

**Mr Jones is to submit a brief on birthing services at Murwillumbah Hospital to the 26 February 2020 Board meeting.**

#### **2.3.2.2 Mr Jones is to request Ms Lynne Weir, Director Clinical Operations to provide an update presentation on the work undertaken on ETP results and strategies across the LHD to the 28 October 2020 Board meeting.**

The Board noted that an update presentation will be provided to the 28 October 2020 Board meeting.

#### **2.3.2.3 Mr Jones is to invite Dr Richard Buss, Director Workforce and Ms Karen Wickham, Manager Organisational Development and Learning Unit to present on the work being undertaken by the unit and to provide an update on the results of the 2019 People Matter Survey and local PMS action plans to the 27 February 2020 Board meeting.**

Dr Buss and Ms Wickham provided a brief overview of the work that had been undertaken to establish an Organisational Development and Learning Unit outlining some key activity areas of the new Unit including:

- Culture and Staff Engagement Committee
- PMES (People Matter Employment Survey)
- Big Ideas
- Staff Appraisal Tools (2020)
- Corporate Orientation
- Education Program Development & Delivery (2020)
- NNSW LHD Clinical Training (undergraduate) Governance
- NNSW LHD Student Placement Agreements
- Hospital Skills Program (non-specialist medical education support)

Ms Wickham also referred to the results of the 2019 PMES and provided a snapshot of both the highest and lowest scoring domains.

An overview was given on the NNSW LHD Action Plan and some of the strategies that are underway to address the PMES results.

Responding to a query, Mr Jones indicated Mental Health first aid will be implemented firstly to the approximate 300 front-line managers across the LHD. Dr Buss added that the LHD RAMP workers have trained 3000 community members in Mental Health first aid.

The Chair thanked Ms Wickham for presenting to the Board.

**2.3.2.4 Mr Jones to provide a brief on securing a single service provider for medical imaging services across the LHD to the 26 February 2020 Board meeting.**

Mr Jones spoke briefly to the information in the brief outlining the issues around having multiple imaging services across the LHD for some time and following consideration a decision was made to go to tender for a single provider with consultation currently underway.

It is expected that the contract will be completed around August or September 2020.

Mr Jones noted the ownership of various imaging equipment across the LHD and gave a brief outline of the current complex arrangements and what the new arrangement would cover when a single service provider has been secured. To meet the increasing breadth and complexity of referring clinician requirements, a single service provider will give clinicians confidence in the quality of diagnosis and reporting and sustainable value for money of service delivery.

The Board noted the information in the Brief.

**2.3.2.5 Mr Jones to request Mr Matthew Long, Director of Corporate Services to form a small working group including Mr Peter Carter and provide a report/brief/action plan on the strategies to be undertaken by the NNSW LHD to reduce environmental impact to the 29 April 2020 Board meeting.**

This will be provided to the 29 April 2020 Board meeting.

**ACTION:**

**Mr Jones to request Mr Matthew Long, Director of Corporate Services to form a small working group including Mr Peter Carter and provide a report/brief/action plan on the strategies to be undertaken by the NNSW LHD to reduce environmental impact to the 29 April 2020 Board meeting.**

**2.3.2.6 Mr Jones to request Dr David Hutton, Director Clinical Governance to forward a copy of the Radiology Reporting in the Clarence Health Service to QScan Radiology.**

Mr Jones advised QScan had received a copy of the report through the Medical Imaging Clinical Advisory Group.

**2.3.2.7 Mr Jones is to organise a meeting with Dr David Hutton, Director Clinical Governance to discuss the findings in the HCQRC workshop report and report back to a future Board Meeting in due course.**

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Mr Jones advised that upon receipt of the HCQRC workshop report, a meeting will be scheduled with Dr David Hutton Director Clinical Governance to discuss the findings and report back in due course.

**2.3.2.8 Mr Jones is to request Mr Brett Skinner, Director Finance to share his financial visionary overview for the NSW LHD to the 29 April 2020 Board meeting.**

The Board noted Mr Skinner will attend the 29 April 2020 Board meeting.

**ACTION:**

**Mr Jones is to request Mr Brett Skinner, Director Finance to share his financial visionary overview for the NSW LHD to the 29 April 2020 Board meeting.**

**2.3.2.9 Mr Jones to request Mr Matthew Long, Director Corporate Services to present on the steps being undertaken to manage the risks associated with e-Health on the NSW LHD Top 10 Risk Register to 29 April 2020.**

The Board noted this presentation will occur at the 29 April 2020 Board meeting.

**ACTION:**

**Mr Jones to request Mr Matthew Long, Director Corporate Services to present on the steps being undertaken to manage the risks associated with e-Health on the NSW LHD Top 10 Risk Register to 29 April 2020**

**2.3.2.10 Mr Jones to draft a letter of congratulations for the Board Chair's signature to Professor Brendan Murphy on his new recent appointment as the Secretary of the Department of Health.**

The Board noted the letter to Professor Brendan Murphy was forwarded on 13 February 2020.

**2.3.2.11 Mr Jones to organise a meeting with Ms Shelley Oldham, General Manager, Lismore City Council to discuss the CBD office accommodation and sharps disposal bins in Lismore and report accordingly.**

The Board noted a meeting with Ms Shelley Oldham is scheduled for 9 March 2020.

**2.3.3 Other Matters Arising from the Minutes**

Nil matters arising from the Minutes.

**3. Matters for Decision**

**3.1 Community Engagement: Response to Minister for Health**

The Board noted the excellent quality of information provided in the Brief.

Mr May advised that evaluation of community engagement will be undertaken against the Community Engagement Action Plan and an annual assessment of NNSWLHD Community Advisory Groups (CAG).

A suggestion was made for all available community clinics and wait times across the LHD to be added to the Community Engagement Overview with General Practitioners being

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provided with this list as opposed to searching online for it.

General discussion followed around the importance of reflecting community and social connectedness and a strategic approach especially around that issues relating to loneliness and aged care. Mr May noted that a recommendation from The Nous Group Report was for the Board to develop a Board Stakeholder Engagement Plan which is underway. The Board agreed that a workshop should be held to assist with the development of the Plan and involve Mr Peter Carter, Ms Naree Hancock, Ms Deb Monaghan and Professor Susan Nancarrow.

The Board **ENDORSED** the Community Engagement response to The Hon. Brad Hazzard MP, Minister for Health and Medical Research.

**Moved:** Mr Peter Carter

**Seconded:** Mr Mark Humphries

**CARRIED**

**ACTION:**

**Mr Jones is to request Mr Ged May to organise a workshop that will include nominated Board Members to assist in the development of a Board Stakeholder Engagement Plan.**

**4. Chairman's Update**

**4.1 Chairman's Calendar**

The Board noted the Chairman's Calendar.

**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**

- Clinician Engagement
- Coronavirus – more cases growing outside of China and preparedness going ahead on how to manage with possible influx of presentations
- Bush Fire Recovery - RAMP workers are doing a fantastic job with affected community areas.
- Ministry for Health Performance Meeting – occurred 7 February 2020 with NNSW LHD rating remaining at 0.
- Gastroenterology Services at Lismore Base Hospital – new staff specialist appointment has commenced and the wait list will be managed within current supply.
- Murwillumbah Rurality Status – Following a meeting with Mr Mark Coulton MP, Minister for Regional Health, Regional Communication and Local Government he indicated that he will advocate for Murwillumbah retaining the rural bulk billing incentives however at this stage could not assure it would not be ceased in accordance to the rurality change.

**5.1.2 Update on Strategic Issues**

- The NNSW LHD – North Coast Primary Health Network Partnership Agreement has been refreshed with both parties acknowledging the agreement represents the

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longstanding partnership between the two.

- Update Population Project

### **5.1.3 Matters for Approval**

Nil for this meeting

### **5.1.4 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during January 2020 was 78% against the target of 81%.
- Elective Surgery Access Performance - during January 2020, NNSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1, 100% Category 2 was 95% against a target of 97% and Category 3 was 85% against a target of 97%.
- NNSW LHD met all triage targets.
- Transfer of Care result for January 2020 was 90% against a target of 90%

### **5.1.5 Security, Risk and Compliance Update**

- Nil for this meeting

### **5.1.6 Governance Update**

- Nil for this meeting

### **5.1.7 Capital Works/Planning Projects**

- Tweed Valley Hospital – Mr Jones gave a brief update on the progress of the Tweed Valley Hospital.
- Evans Head HealthOne – official opening was held on 11 February 2020.
- Lismore Base Hospital – final planning is underway to transition services into the new North Tower.
- Ballina District Hospital – a contemporary Clinical Services Plan is being developed in accordance with planning processes for the redevelopment of the hospital.
- Grafton Base Hospital – discussion continuing with the MOH regarding planning timelines for the redevelopment of Grafton Base Hospital.
- Coraki Hospital – demolition work continues at the Coraki Hospital

### **5.1.8 Matters for Noting**

- Activity/Expenditure Management
  - Murwillumbah Emergency Department Nursing Hours Reduction: Mr Jones gave a brief overview of the review of ED Nursing Hours. Further discussions are occurring with NSWNMA and local staff for consultation on this matter.
  - Maclean Ward consolidation: following further review of the data on the proposal of ward consolidation at Maclean, consultation with staff and industrial associations has commenced.

### **5.1.9 Important Meetings/ Diary Commitments**

- 26 February 2020 NSW PHN & NSW Health Joint Symposium Sydney.

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**5.1.10 Questions for the Chief Executive without Notice**

- Following a brief discussion around the Grafton Correctional Facility, the Board agreed for the Board Chair to correspond with Mr Graham Bradley, Chair, Infrastructure NSW concerning a whole of government approach to infrastructure development and raise concerns around the impact of Grafton Correctional Facility on NNSW LHD.
- Dr Moran suggested the LHD commence the early promotion of flu vaccination for the 2020 winter season.
- A query was raised regarding the need to collect data for the Evans Head HealthOne over time to be able to monitor improved community health outcomes. Mr Jones took this on notice and advised he will provide feedback on how this will be done via his Chief Executive Report.
- A brief discussion followed around the recent media coverage of Murwillumbah District Hospital and Maclean Hospital.
- Discussion followed around the possible implications of the Coronavirus and the general increased activity across the LHD. Mr Jones advised a meeting has been scheduled with members of the Executive Leadership Team to discuss strategies around patient flow.
- Mr Jones responded to a query regarding the use of practice nurses for endoscopy and Following discussion, it was agreed staff should look at several sites/models of how this program is implemented.
- Population Projections - Mr Jones provided a brief overview of the work currently underway across the LHD in relation to the ageing population.
- Mr Jones responded to a query regarding the P2 masks, advising they are for front line employees for LHD staff and not available for public supply.

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

**5.2 Committee Minutes (discussed on exception basis, otherwise noted)**

**5.2.1 Health Care Quality and Research Committee (HCQRC) – 11 February 2020.**

Ms Byrne gave a brief overview of the unconfirmed HCQRC minutes.

Mr Jones responded to a query advising Pavilion is still in the process of assisting with coding across the LHD and noted the importance of the coding being accurate.

Hospital acquired complications was discussed during the HCQRC meeting and whilst there is a sub-committee to consider hospital acquired complications, it was noted that there are some issues with data.

Discussion followed around the importance of having a consistent research policy across the LHD and it was noted that a meeting is being scheduled to discuss The Tweed Hospital Research Governance Committee on 19 March 2020.

The Board noted the unconfirmed HCQRC minutes.

**5.2.2 Finance and Performance Committee (F&PC) – 19 February 2020.**

Mr Humphries gave a brief overview of the F&PC minutes.

General Funds January YTD \$4.456M unfavourable with a forecast from \$11.3M unfavourable to \$8.8M unfavourable. Own Source Revenue General Funds YTD January \$0.08M unfavourable.

Activity continue to increase year on year up to 2653 or 4.7% and bed days year on year up 3388 or 1.8%.

Mr Humphries advised Mr Matthew Long, Director Corporate Services gave an update on the Honeywell Project and regular updates are to be provided on this project to the F&PC.

The Board noted the unconfirmed F&PC meeting minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 13 February 2020**  
Dr Tyson spoke to the MDAAC minutes providing a brief overview of the meeting.

The LHD appointed a third General Physician to Grafton Base Hospital.

Dr Richard Cherry has recently been appointed as a Consultant Emeritus (HMO) with privileges in teaching in the field of specialist paediatrics and neonatology.

General discussion followed around the implications of ROB (Recruitment and Onboarding) and some of the issues that are still occurring. Mr Jones noted that a position has been recruited that will assist convenors to work through the recruitment process in a timelier manner.

Dr Tyson also noted that he has requested Mr John Wickham, Medical Administration Manager to develop a traffic light report to allow MDAAC members to understand current medical vacancies where temporary appointments have been made.

The Board noted the unconfirmed the MDAAC minutes.

**5.2.4 Audit and Risk Committee (ARC) – next meeting 4 March 2020.**  
The Board noted the next ARC meeting will be held 4 March 2020.

**5.2.5 Clinical Planning and Clinician Engagement – next meeting TBC.**  
The Board noted the Clinical Planning and Clinician Engagement inaugural meeting is yet to be scheduled.

**5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 6 April 2020.**  
The Board noted the 10 February 2020 CPAC meeting was cancelled due to inclement weather. Mr May advised a communication and media workshop is scheduled for 2 March 2020 for CPAC members.

**6. Matters for Noting/Information (discussed only on exception basis)**  
Nil matters for noting



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**6.1 Major correspondence**

Nil major correspondence

**6.2 NNSW LHD Seal**

There were no items requiring the NNSW LHD Seal to be applied.

**6.3 Updated Board Calendar**

The Board noted the updated Board Calendar.

**6.4 Other matters for noting**

**6.4.1 Prevention is everyone's business (Get Healthy Service and Get Healthy at Work)**

The Board noted the information in the brief.

Following a query Mr Jones advised that he will make enquiries on whether there will be a longitudinal study to look the impact of the Get Healthy Service.

**ACTION:**

**Mr Jones is to make enquiries on whether there will be a longitudinal study to look at the impact of the Get Healthy Service and to provide advice via his Chief Executive Report.**

**6.5 Business without notice**

- Dr Arthur referred to a project that was undertaken in the past at The Tweed Hospital Emergency Department that reviewed tests being ordered which saved costs and asked if these sort of projects would be supported?

Following brief discussion, it was agreed these types of clinician initiated programs should be discussed at the local level and where applicable supported.

- Dr Moran provided a brief critique of the meeting.

**7. Meeting Finalisation**

**7.1 Next Meeting**

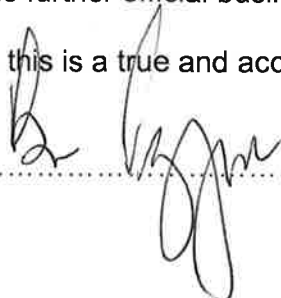
25 March 2020 9.00am – 1.00pm  
Grafton Base Hospital  
Conference Room 1 & 2  
Grafton

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 11.42am

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

Signed .....



Date .....

29/4/2020

Dr Brian Pezzutti

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON THURSDAY 27 FEBRUARY 2020 AT MANTRA TWIN TOWNS, CNR STUART AND GRIFFITHS STREET, TWEED HEADS, COMMENCING AT 8.00am**

**Page 10 of 10**

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Chair

Northern NSW Local Health District Board

**9.00am – 10.00am**

Susan thanked the Board for the opportunity for herself and Mr Hunter being able to visit NNSW LHD and present to the them.

Mr Hunter gave a brief overview of the NSW 2019/20 health budget including the recurrent expenses and capital expenditure. It was noted that 28.4% of the total of NSW government total expenditure related to NSW Health expenditure budget

Mr Hunter referred to underling revenue growth rates, health expense for health compared to other government services.

A key message included NSW Health growth rate for 2019-20 is a more sustainable approach long term, reflecting the significant fiscal challenges affecting the Australian and NSW State economy. All LHD's will need to focus on the task ahead realising the constraints on recurrent funding is a reality across all government services. Critical collaboration is important in achieving the right patient outcomes along with good budget results therefore focusing on the need to share ideas and replicate successes across Health.

General discussion followed on challenges that LHD's will face in the coming years to meet their respective targets and fiscal responsibilities.

Ms Pearce and Mr Hunter both indicated NNSW LHD performance is well regarded by the Ministry of Health who understand the District is working hard to address increased activity whilst monitoring the associated impact on the budget.

The Board thanked Ms Pearce and Mr Hunter for traveling to meet with them at such a busy time.