

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 NOVEMBER 2020 COMMENCING AT 11.10AM AT GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, HUNTER STREET, LISMORE

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The Chair opened the meeting and acknowledged the Traditional Owners of this Land. He also paid his respects to the 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:

Dr Brian Pezzutti (Chair), Mr Mark Humphries, Ms Carolyn Byrne, Dr John Griffin, Dr Alasdair Arthur, Mr Peter Carter, Mr Michael Carter, Dr Allan Tyson, Ms Deb Monaghan, Mr Pat Grier, Professor Susan Nancarrow

Via Skype/Teleconference:

Dr John Moran
Ms Naree Hancock

In Attendance:

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

In Attendance part of meeting:

Mr Chris Puplick AM, Chair, Justice Health and Forensic Mental Health Network
Mr Gary Forrest, Chief Executive, Justice Health and Forensic Mental Health Network
Dr David Townend, Director of Surgery, Lismore Base Hospital

Apologies:

Nil

Declaration of Pecuniary and/or Conflicts of Interest

No new declarations of Pecuniary and/or Conflicts of Interest were declared

Ms Hancock joined the meeting at 11.13am.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 28 October 2020 as circulated were ENDORSED as a true and accurate copy.

Moved: Dr Allan Tyson
Seconded: Ms Carolyn Byrne
CARRIED

2.3.2 Business Arising from the Minutes:

2.3.2.1 Mr Jones to provide a brief on the COVID-19 Changes Executive Action Plan to the 24 February 2021 Board meeting.

The Board noted this will be provided to the 24 February 2020 Board meeting.

ACTION:

Mr Jones to provide a brief on the COVID-19 Changes Executive Action Plan to the 24 February 2021 Board meeting.

- 2.3.2.2 Mr Jones is to draft a letter of response to Dr Chris Ingall, Chair, Lismore Base Hospital, advising of the Board's decision to meet with Medical Staff Council (MSC), Clinical Heads of Department (CHOD), Nursing and Allied Health Councils on a regular basis.**

The Board noted the letter of response was forward to Dr Ingall on 21 November 2020.

Mr Jones is to also correspond with the Chairs of all NNSW LHD MSCs, CHODS, Nursing and Allied Health Council advising that they will be invited to present to the Board on a regular basis.

The Board noted relevant letters of invitation will be forwarded during the year, depending on location of Board meetings.

- 2.3.2.3 Mr Jones to request Mr Matthew Long, Director Corporate Services to provide an update brief on the Education, Training and Research Partnership Strategy for Tweed Valley Hospital to the 24 February 2021 Board meeting.**

The Board noted this will be submitted to the 24 February 2021 Board meeting.

ACTION:

Mr Jones to request Mr Matthew Long, Director Corporate Services to provide an update brief on the Education, Training and Research Partnership Strategy for Tweed Valley Hospital to the 24 February 2021 Board meeting.

- 2.3.2.4 Mr Jones to request Mr Matthew Long, Director Corporate Services provide the draft NNSW LHD Strategic Service Directions to the 25 November 2020 Board meeting.**

Mr Jones advised progression is now underway to embed the NNSW LHD Strategic Service Directions into strategic planning. Consultation has commenced both with the Clinical Planning and Clinician Engagement Committee (CPCEC) and Community Partnership Advisory Committee (CPAC). Mr Jones reiterated the Strategic Directions should not stand alone from the strategic pillars incorporated in the NNSW LHD Strategic Plan and needs to underpin and support the work already underway.

- 2.3.2.5 Mr Jones to draft a letter of thanks for the Board Chair's signature to Hon Gladys Berejiklian MP, Premier of NSW, The Hon Brad Hazzard MP, NSW Minister for Health and Medical Research and The Hon John Barilaro MP, Deputy Premier of NSW for their commitment to the capital works within the NNSW LHD footprint.**

The Board noted the letters of thanks were forwarded on the 21 November 2020.

- 2.3.2.6 Mr Jones to request Mr Matthew Long, Director Corporate Services provide information on why the scanning of anaesthetic records cannot be uploaded to the electronic medical records to the 25 November 2020 Board meeting.**

Mr Jones advised anaesthetic records are included in the scope of batch-scanning of patient records that will commence at The Tweed Hospital (TTH) in early 2021. Single document scanning into the eMR has been trialled at TTH Emergency Department. The

Local Health District will develop a plan for the expansion of medical record scanning including the scanning of anaesthetic records.

2.3.2.8 Mr Jones to provide a readily accessible list of out-patient clinics across the LHD with pathways and entry ways to all GP's practices across the LHD footprint.

Mr Jones advised some amendments are being made to the current list and will be forwarded to relevant stakeholders when complete.

2.3.3 Other Matters Arising from the Minutes

Item 2.3.2.1 Mr Jones advised discussions are continuing with the Executive Leadership Team on how to acknowledge both individuals and teams that have gone above and beyond in responding to COVID, with the view this will occur during early 2021.

Matters for Decision

3.1 Nominations for 2021 Board Sub-committee

A brief discussion followed regarding the 2021 Board Sub-Committee nominations. The Chair advised he will further discuss the nominations with the Chief Executive and forward correspondence to Board members advising of their Committee appointments before the end of the year.

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 Update
 - Queensland / NSW Border
 - Intensive Care capacity
 - Northern Border Recovery Committee
 - Staff/Community Communication
 - Personal Protective Equipment Governance Committee
 - Testing
 - Residential Aged Care Facilities
 - Budget Performance – slight improvement in the budget forecast at this stage due to finalisation of the Service Agreement.

5.1.2 Update on Strategic Issues

• Strategic Priority Integration: Champions of Innovation and Research

The Board noted the brief on OHMR Research Ethics and Governance Metrics Program for NNSW LHD.

• Strategic Priority: Effective Clinical and Corporate Accountability

The Board noted the correspondence from Ms Susan Pearce, Deputy Secretary Patient Experience and System Performance and Mr Daniel Hunter, Deputy Secretary Finance

and Asset Management and Chief Financial Officer summarising the performance of NSW LHD within a selective KPI set.

Strategic Priority: Our Community Values Our Excellent Person-Centred Care

The Board noted the brief prepared for the recent Ministry of Health (MOH) Performance Review detailing the resource enhancements for the “towards Zero Suicides in Care in NSW LHD”.

Strategic Priority: Our Community Values Our Excellent Person-Centred Care

The Board noted the brief summarising the achievements and challenges in relation to outcomes of the Hepatitis C LHD report card.

5.1.3 Matters for Approval

Nil for this meeting

5.1.4 Major Key Performance Indicators

The performance targets for Emergency Treatment Performance and Triage Category 1, 2 and 3 have been changed for 2020/2021 financial year.

- Emergency Treatment Performance (ETP) during October 2020, NSW LHD did not meet the ETP target of 50% (admitted) with a result of 36.2%.
- Elective Surgery Access Performance - during October 2020, NSW LHD did not meet the Category 2 and 3 targets. The results were 100% for Category 1 against a target of 100%, 82% for Category 2 against a target of 97% and 63% for Category 3 against a target of 97%.
- Triage – NSW LHD met triage Category 1, target Category 2 for October 2020 result was 83% with a target of 95% and Category 3 October 2020 result was 77% against a target of 85%.
- Transfer of Care result for October 2020 was 90% against a target of 92%.

5.1.5 Security, Risk and Compliance Update

- Nil for this meeting

5.1.6 Governance Update

- **NNSW LHD MOH Performance Review** – The Board noted that Ms Pearce, Deputy Secretary Patient Experience and System Performance congratulated the Board, Executive Leadership Team and LHD on another outstanding year of achievements with positive comments in relation to the strong leadership displayed through the COVID challenges.

5.1.7 eHealth Update

- Completion of the rollout of 51 iPads across the LHD for patients to connect to family and loved ones.
- Telestroke Project is now live in Lismore
- Commencement of new Ballina Hospital Nurse call system

5.1.8 Capital Works/Planning Projects

- **Tweed Valley Hospital (TVH)** – Mr Jones gave a brief update on the progress of the TVH. Clarifying some community reports and concerns, Mr Jones advised that whilst a request has been forwarded from Mr David Elliott, Minister for Police and Emergency

Services to Minister Hazzard requesting consideration for the establishment of a NSW Fire Precinct on the grounds of the Tweed Valley Hospital that NNSW LHD has no plans for a NSW Fire precinct to be incorporated in the planning of the TVH and has provided a response accordingly.

- **Grafton Base Hospital (GBH)** – Mr Jones gave a brief update on the previously discussed commitment of the Hon John Barilaro MP, Deputy Premier's recent announcement regarding funding for planning of the GBH redevelopment.
- **Laurel Lodge Lismore** – Mr Jones advised of the recent LHD decision to progress the commercial sale of Laurel Lodge as it was no longer fit for purpose. Ms Saffin MP, Member for Lismore is lobbying the Government for Laurel Lodge be used for social housing.

While the LHD does not oppose the purchase of the units for such a purpose, the revenue from the sale is needed to obtain vital equipment for the LHD.

- **Jubullum Health Post** – final works for the Jubullum Health Post are completed and a small-scale formal opening will occur on the 30 November 2020.

5.1.9 Matters for Noting

- The Board approved Mr Jones request for Annual leave from 4 - 24 January 2021.

5.1.10 Important Meetings/ Diary Commitments

- All meetings/events across NNSW LHD are being critically reviewed with the view to moving back to face to face meetings where necessary and based on provision of an agreed COVID safe plan.

5.1.11 Questions for the Chief Executive without Notice

- Mr Jones responded to a query regarding the "Grip and Control" document clarifying the figures in the document.
- Mr Jones referred to the correspondence from Mr Mark Brockbank, Director Rural and Regional, Health Infrastructure regarding the TVH Project Climate sustainability measures. Following a discussion around the possible options moving forward, it was agreed that the proposal for Board members of the Climate Sustainability working group and relevant Executive Directors meet with The Hon Mr Matt Keen MP, Minister for Energy and Environment be discussed at an upcoming meeting.

ACTION:

The Climate and Sustainability Working Group and Mr Matt Long, Director of Corporate Services are to explore the opportunity to meet with The Hon Matt Keen MP, Minister for Energy and Environment to discuss the initiatives regarding climate sustainability measures for the Tweed Valley Hospital.

- Brief discussion followed around the research and development of an App in relation to the clinician variation in Models of Care around pre and post orthopaedic surgery care. It was agreed the decision to proceed would be made following further consultation with relevant clinicians at Grafton Base Hospital.
- Mr Jones clarified the data around Transfer of Care results and overdues for surgery across the LHD.
- Mr Jones advised the surgical numbers data will continue to be reported through the

Finance and Performance Committee.

- Following a discussion around several KPIs including ETP figures across the District, it was agreed that the Executive Teams of Lismore Base, The Tweed and Grafton Base Hospitals make a presentation to the Board outlining their key achievements and challenges.

ACTION:

Invitations are to be extended to the Executive teams of Grafton, Lismore and Tweed Hospitals to present to the Board on their recent achievements and expected challenges during 2021.

- Mr Jones reiterated that all future possible research projects will be channelled through the new NSW LHD Research and Innovation Committee.

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) – 13 October 2020.

Ms Byrne advised on the recent submissions of Dr Alexander Stephens, NSW LHD Director of Research to the HETI Rural Research Capacity Building Program with seven of the 15 submissions being successful.

Discussion followed around the information in the brief regarding Hospital Acquired Complications and 3rd and 4th degree tears. Ms Byrne advised the implementation of the Perineal Protection Bundle has commenced.

Ms Byrne commended Ms Diedre Robinson, General Manager Mental Health, Alcohol & Other Drugs on her clear explanations and reporting on mental health data around Seclusion and Restraint rates and RCA responses.

Ms Byrne spoke briefly around the Telehealth initiatives during COVID-19 report outlining some of the advantages and disadvantages of Telehealth during the pandemic. Mr Jones indicated that he has advised Ms Vicki Rose, Director of Integrated Services of the request to amend the word 'client' in the Telehealth Evaluation Report.

Mr Jones advised the new contract with the single service provider of radiology services across the LHD appears to be working well.

The Board noted the unconfirmed HCQRC Minutes.

Presentation to Dr Townend on his retirement.

The Chair presented Dr Townend a Certificate of Appreciation and acknowledged his dedication and commitment to the LHD and the community of northern NSW over the past 35 years.

5.2.2 Finance and Performance Committee (F&PC) – 21 October 2020.

Mr Humphries spoke to the F&PC Minutes advising on the recent announcements regarding health within the NSW State Government budget.

Mr Humphries acknowledged the excellent work of the NSW LHD Finance Team in ensuring COVID and general activity is siloed correctly to capture correct Government funding.

The Business Managers and the Executive Leadership Team continue work on the gap analysis and saving strategies, with reports due to be completed soon.

At this stage the forecast remains unfavourable with a result of approximately \$35-38m, with General Funds of \$18.8m unfavourable and COVID \$2.6M unfavourable.

Mr Jones gave a brief overview on premium labour costs across the LHD.

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 8 November 2020

Dr Tyson gave an overview of the MDAAC Minutes advising of the recent appointments and resignations across the LHD.

A process is underway for recruitment of Paediatricians at TTH due to recent resignations. Several staff-specialists anaesthetists will be commencing at LBH.

The Board noted the unconfirmed MDAAC Minutes.

5.2.4 Audit and Risk Committee (ARC) – next meeting 2 December 2020.

The Board noted the next ARC meeting will be held on 2 December 2020.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) –17 November 2020.

The Board noted the CPCEC minutes will be submitted to the 27 January 2021 Board meeting.

5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 7 December 2020.

The Board noted the next CPAC meeting will be held on 7 December 2020.

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

Nil matters for noting

6.1 Major correspondence

Nil major correspondence

6.2 NSW LHD Seal

There were no items requiring the NSW 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 Change of NSW Health Incident Management.

The Board noted the information in the brief.

6.4.2 Climate Sustainability working group update

The Board noted the information in the brief. Mr Peter Carter acknowledged the excellent work and commitment of Mr Matt Long, Director Corporate Services to the working group. Professor Nancarrow and Dr John Griffin commended Mr Peter Carter on his leadership and direction in overseeing the working group. Following discussion it was also agreed that during 2021 a theme of Climate Change would be applied to one of the Big Ideas submissions

6.5 Business without notice

Mr Jones provided an update on the recent meeting with several Aboriginal community members, who raised concern around the wording on the recently erected Acknowledgement of Country plaques at the entrance of the LBH. Mr Jones advised the plaque at the front of LBH has now been removed from the entrance and further discussion on new wording will ensue in the near future.

7. Meeting Finalisation

7.1 Next Meeting

27 January 2021
Crawford House
Lismore

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 3.00pm

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

Signed



Date

5 Feb 2021

Dr Brian Pezzutti
Chair

Northern NSW Local Health District Board

1.30pm Presentation by Mr Chris Puplick AM, Chair, Justice Health and Forensic Mental Health Network and Mr Gary Forrest, Chief Executive, Justice Health and Forensic Mental Health Network

Mr Puplick gave a brief overview of the workings of correctional facilities around NSW. The custodial care population across NSW has increased and currently stands at approximately 12 900, 220 in Juvenile detention and 450-470 forensic patients. Facilities range from the super- max at Goulburn to minimal security facilities.

The privatisation of correctional facilities continues to be implemented across NSW. Mr Puplick spoke briefly on the policy and legislation around the governing of these facilities. Justice Health is designated in the legislation as the monitor of the contract in health service delivery between the NSW Government and the private sector operator. Mr Puplick advised there is still more interpretation needed regarding the monitoring role and further clarification continues to be sought.

Mr Forrest spoke to the concerns regarding the impact the Clarence Correctional Centre is having on the Grafton Base Hospital. Operation of the prison commenced on 1 July 2020 and the recently appointed Health Manager is in the process of identifying the challenges that arise from a greenfield site to ensure the best possible outcome for custodial patient care.

Responding to a query, Mr Forrest gave an overview on the process involved when a custodial patient is transferred from a prison to a health service provider. The recent appointment of a Patient Flow Manager by Justice Health will help to ensure a smoother process between prison and LHD transfers.

Discussion followed on the custodial care ageing population and the greater need for healthcare amongst these prisoners. This can pose challenges in effectively managing their health needs in a prison environment.

The Chair thanked Mr Puplick and Mr Forrest for presenting to the Board.