

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 28 NOVEMBER 2018 AT GROUND FLOOR MEETING ROOM, CRAWFORD HOUSE, HUNTER STREET, LISMORE, COMMENCING AT 12.00pm.**

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The Chair 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**

No In-camera session was held.

**2.1 PRESENT AND APOLOGIES:**

Dr Brian Pezzutti, Mr David Frazer, Dr Joe Ogg, Dr Allan Tyson, Ms Deb Monaghan, Mr Michael Carter, Mr Pat Grier

**In Attendance:**

Mr Wayne Jones, Chief Executive,  
Ms Lynne Weir, Director Clinical Operations  
Dr David Hutton, Director Clinical Governance  
Mr Matt Long, Director Corporate Governance  
Ms Deidre Robinson, General Manager Mental Health, Drug and Alcohol Services  
Mr Ged May, Community Engagement Manager  
Ms Jenny Cleaver (Secretariat)  
Ms Kate Greenwood (Secretariat)

**Via Teleconference:**

Dr John Moran

**Apologies:**

Dr John Griffin  
Professor Susan Nancarrow  
Mr Mark Humphries  
Ms Carolyn Byrne  
Ms Vicki Rose  
Mr Brett Skinner  
Mr Richard Buss  
Ms Katharine Duffy

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

In relation to recent media interest concerning the Positive Adolescent Sexual Health (PASH) program, Mr Michael Carter and Mr Pat Grier declared a conflict of interest relating to their involvement with Social Futures.

**2.3 Previous Minutes:**

2.3.1 The Minutes of the Board Meeting held on 31 October 2018 as circulated were ENDORSED as a true and accurate record of the meeting with the following amendments: Page 2 paragraph 3 to now read ".....that a *progress* report...."

Moved: Dr Allan Tyson  
Seconded: Ms Deb Monaghan  
CARRIED

**2.3.2 Business Arising from the Minutes:**

**2.3.2.1 The Board requested an update report on the Relationship Management Plan between NSW Health and Insurance to the 28 November 2018 Board meeting.**

Mr Jones noted that Ms Yvette Bowen, District Manager WHS & Insurable Risk has worked in collaboration with QBE to access trending worker's compensation claims data through IfNSW databases and advises at this time there are no concerns. The LHD will continue to monitor this and escalate any concerns should they arise.

This item can be removed from the agenda.

**2.3.2.2 Mr Jones to submit a report on the number of re-presentations of patients to NNSW LHD Emergency Departments to the 28 November 2018 Board Meeting.**

Mr Jones advised this paper will be submitted to the 30 January 2019 Board meeting.

**ACTION:**

**Mr Jones to submit a report on the number of presentations and re-presentations of patients to NNSW LHD Emergency Departments to the 30 January 2019 Board Meeting.**

**2.3.2.3 Mr Jones is to provide a brief outlining what processes are in place to ensure RCA long term recommendations are being implemented across the LHD and provide a report back to the 28 November 2018 Board meeting.**

Dr Hutton spoke to the information in the brief including an explanation of why there had been a variance in the number of RCA's each year.

Following a query concerning inter-hospital transfers with Ambulance NSW, Ms Weir advised that work is under-way on the potential to develop an escalation matrix with Ambulance NSW. Regular meetings are also held with representatives from the LHD and Ambulance NSW including discussions on the drafting of a Memorandum of Understanding (MOU).

Mr Jones advised he will provide an update report to the Board in 2019 on the progress being made with the MOU.

**2.3.2.4 Mr Jones is to provide a brief on clinician-to-clinician transfer of care and the chain of command to escalate concerns during handover to the 27 February 2019 Board meeting.**

This will be submitted to the 27 February 2019 Board meeting.

**ACTION:**

**Mr Jones is to provide a brief on clinician-to-clinician transfer of care and the chain of command to escalate concerns during handover to the 27 February 2019 Board meeting.**

**2.3.2.5 Mr Jones is to provide a brief on the services identified in the 2013 – 2018 Healthcare Services Plan that have not been progressed, and whether the Executive considers there are any particular issues that should be addressed in the new Healthcare Services Plan to the 28 November 2018 Board meeting.**

Mr Jones spoke to the information in the brief outlining that 87% of the recommendations have been fully, substantially or partially achieved. The recommendations that have not been fully achieved relate to recommendations that would require significant investment in resources including workforce, capital development and recurrent funding.

Discussion followed on the Mental Health Services in Grafton with Mr Jones advising that there has been increased funding into the Clarence Valley. A more detailed brief will be submitted to a future meeting outlining these services.

**ACTION:**

**Mr Jones is to provide a report on what Mental Health Services are being provided to the Clarence population to the 30 January 2019 Board meeting.**

General discussion followed on the development of the previous Health Care Services Plan and the implementation of the lessons learnt for the current plan.

**2.3.2.6 Mr Jones is to provide an update report on the implementation of the People Matters Survey Local Action Plans and Mr Dennis Pfitzner, Culture and Wellbeing Manager is to attend the 27 February 2019 Board meeting.**

This will be submitted to the 27 February 2019 Board meeting.

**ACTION:**

**Mr Jones is to provide an update report on the implementation of the People Matters Survey Local Action Plans and Mr Dennis Pfitzner, Culture and Wellbeing Manager is to attend the 27 February 2019 Board meeting.**

**2.3.2.7 Mr Jones to provide a paper outlining how the NNSW LHD Health Care Services Plan will be developed to incorporate needs based equitable access across the LHD to the 28 November 2018 Board meeting.**

The Board **ENDORSED** the development of the NNSW LHD Health Care Services Plan 2019-2024 with the following changes to the Steering Committee Terms of Reference to include a representative from the Bulgarr Ngaru Aboriginal Medical Service and Dr Brian Pezzutti and Mr Pat Grier as the two NNSW LHD Board representatives.

Moved: Dr Allan Tyson  
Seconded: Mr David Frazer

**CARRIED**

**2.3.2.8 Mr Jones to verify the variances of data in the NNSW LHD Risk Management Key Performance Indicator report including more narrative around the results to be submitted to 30 January 2019 Board meeting.**

This will be submitted to the 27 February 2019 Board meeting.

**ACTION:**

**Mr Jones to verify the variances of data in the NSW LHD Risk Management Key Performance Indicator report including more narrative around the results to be submitted to 30 January 2019 Board meeting.**

- 2.3.2.9 Mr Jones to arrange a meeting with Professor Paul Worley, National Rural Health Commissioner and Executive and Board representatives during his upcoming visit to the North Coast.**

The Board noted the letter to Professor Worley. Dr Moran advised that he has received information from Professor Worley's office of a possible visit around March 2019 and will be in contact in the New Year to confirm.

- 2.3.2.10 Mr Jones is to meet with Mr Peter Lawless, Health Infrastructure to ensure consistent messaging on the community engagement opportunities and provide feedback during the CE report.**

Refer to Item 5.1.9 CE report.

- 2.3.2.11 Mr Jones to arrange for a draft media release to be prepared by Health Infrastructure Media Communications Team for the Board Chair to announce the compulsory acquisition process has now been completed.**

Refer to Item 5.1.9 CE report.

**2.3.3 Other Matters Arising from the Minutes**

**2.3.2.12** The Chair noted the work undertaken over recent years to move to an equitable distribution of funding across the LHD. A general discussion followed on the progress of funding re-distribution of budget to ensure a more equitable distribution of funding. The Board Chair asked if a paper could be developed to advise the Board on progress of equitable distribution of budgets across the LHD. Mr Jones advised that following the finalisation of the NSW LHD 2019-2020 Budget, a paper will be submitted to the 29 May 2019 Board meeting in response to this request.

**3. Matters for Decision**

**3.1 Office- Holder and Board Committee suggested appointments 2019**

Following discussion regarding the 2019 Office-Holder and Board Committee Appointments, the following was agreed:

<b>Deputy Chair</b>	<ul style="list-style-type: none"><li>• TBA</li></ul>
<b>Finance and Performance Committee</b>	<ul style="list-style-type: none"><li>• Mr Mark Humphries (Chair)</li><li>• Dr John Moran</li><li>• Mr Michael Carter</li></ul>
<b>Health Care Quality Committee</b>	<ul style="list-style-type: none"><li>• Ms Carolyn Byrne (Chair)</li><li>• Professor Susan Nancarrow</li></ul>

	<ul style="list-style-type: none"><li>• TBA</li></ul>
<b>Medical and Dental Appointments Advisory Committee</b>	<ul style="list-style-type: none"><li>• Dr Allan Tyson (Chair)</li><li>• Professor Susan Nancarrow</li></ul>
<b>Health Service Development Committee</b>	<ul style="list-style-type: none"><li>• Dr Brian Pezzutti (Chair)</li><li>• Ms Deb Monaghan</li><li>• Mr John Griffin</li><li>• Dr Allan Tyson</li></ul>
<b>Audit and Risk Committee</b>	<ul style="list-style-type: none"><li>• Michael Carter</li></ul>
<b>Research Strategic Advisory Committee</b>	<ul style="list-style-type: none"><li>• Professor Susan Nancarrow</li><li>• TBA</li></ul>
<b>NNSW LHD Medical Staff Executive Council</b>	<ul style="list-style-type: none"><li>• No representation but Bylaws allow for Chair MSEC to attend Board Meeting and Dr Allan Tyson attend as GBH MSC representative</li></ul>
<b>NNSW LHD Clinical Council</b>	<ul style="list-style-type: none"><li>• Dr Allan Tyson</li></ul>
<b>North Coast Community Engagement Advisory Council</b>	<ul style="list-style-type: none"><li>• Mr Mark Humphries</li><li>• Ms Carolyn Byrne</li><li>• Mr Pat Grier</li></ul>
<b>Ngayundi Aboriginal Health Council</b>	<ul style="list-style-type: none"><li>• Ms Deb Monaghan</li><li>• TBA</li></ul>
<b>NNSW LHD Mental Health Forum</b>	<ul style="list-style-type: none"><li>• Ms Deb Monaghan (Chair)</li><li>• Dr John Griffin</li></ul>
<b>NNSW LHD Drug and Alcohol Advisory Council</b>	<ul style="list-style-type: none"><li>• Dr Brian Pezzutti (Chair)</li><li>• Mr Pat Grier</li></ul>
<b>Health Emergency Management Committee</b>	<ul style="list-style-type: none"><li>• Dr John Moran</li><li>• Dr John Griffin</li></ul>
<b>Aboriginal Partnership</b>	<ul style="list-style-type: none"><li>• Dr Brian Pezzutti</li><li>• Ms Deb Monaghan</li></ul>

It was agreed that further consideration of Board representatives on LHD committees will occur following the commencement of the three new Board members.

#### **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
- Safe and Secure Review
- Mr Sam Sangster, Chief Executive, Health Infrastructure - resignation

###### **ACTION:**

**Mr Jones to draft a letter for the Board Chair's signature for Mr Sam Sangster, Health Infrastructure thanking him for his service to the NSW LHD during his time as the Chief Executive, Health Infrastructure.**

###### **5.1.2 Update on Strategic Issues**

- People Matter Survey – development of local action plans underway
- Governance Workshop Report

###### **5.1.3 Update on Strategic Plan Implementation**

Draft 2019-2024 NSW LHD Strategic Plan will be presented to the 30 January 2019 Board Meeting.

###### **5.1.4 Matters for Approval**

Nil for this meeting.

###### **5.1.5 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during October 2018 was 79% against the target of 81%.
- Elective Surgery Access Performance - During October 2018, NSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1, 100% Category 2, 96.5% against a target of 97% and Category 3 was 91% against a target of 97%.
- NSW LHD met all Triage targets which were equal to or greater than the October 2017 results.
- Transfer of Care result for October 2018 was 87% against a target of 90%.

###### **5.1.6 Risk and Compliance Update**

Nil for this meeting

**5.1.7 Governance Update**  
Performance Audit

**5.1.8 Capital Works/Planning Projects**

- Campbell Hospital Coraki
- Tweed Valley Hospital early works
- Bonalbo MPS
- Evans Head HealthOne

**5.1.9 Matters for Noting**

- Admission and Discharge Notifications - possibility of being rolled out for all patients.

- **Business Arising:**

**Item 2.3.2.10** Chief Executive has discussed with Mr Peter Lawless, Health Infrastructure media and community engagement opportunities related to the Tweed Valley Hospital development.

**Item draft 2.3.2.11 Health Infrastructure-** it was agreed that alternate media communications relating to the TVH Project be drafted for the Board Chair to announce as positive opportunity news stories arise.

**5.1.10 Important Meetings/ Diary Commitments**

- NNSW LHD Annual General Meeting is scheduled for 12 December 2018.

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

- Mr Jones advised that the LHD is currently trying to schedule a meeting for a progress report with SERCO regarding the Grafton Jail.

**ACTION:**

**Mr Jones is to provide an update report on the progress of the SERCO jail in relation to the NNSW LHD to the 27 March 2019 Board meeting.**

- Ms Weir advised that work is underway to improve the Category 3 results with a request being made to Ms Susan Pearce, Deputy Secretary, System Purchasing and Performance Division NSW Health for additional funding to undertake additional joint surgery before March 2019.
- Discussion followed around the number of medical beds across the LHD in particular at TVH. Mr Jones advised the Board that the LHD is obligated to work within the MOH planning systems and processes. There was general discussion regarding the challenge in meeting latent service demand following the establishment of new facilities.

The Chair indicated with all due acknowledgement to the planning process, the

Board, after considering advice from clinicians on the ground and with previous experience, asked the Chief Executive to advise Health Infrastructure of the requirement for 56 extra beds for the development of the Tweed Valley Hospital.

The Board resolved to **ENDORSE** an additional 56 beds as requested by The Tweed Hospital Medical Staff Council be included in the Functional Brief.

Moved: Dr Allan Tyson

Seconded: Dr Joe Ogg

**CARRIED**

- The Chair requested that the Board be notified of any significant public interest event occurring across the LHD.
- Mr Jones responded to a query regarding no GP services at Bonalbo Hospital and reassured the Board that considerable effort has been undertaken to secure a GP. Ms Weir advised the LHD is considering virtual models and noted that there has been part-time GP coverage at Bonalbo for over two years.
- Mr Jones informed the Board that work is underway to secure ENT Surgeons across the LHD.
- Following a query concerning the undertaking of Exit interviews across the LHD, Ms Weir advised exit interviews are being undertaken more regularly.

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

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

### **5.2.1 Health Care Quality Committee (HCQC) – no meeting this month.**

The Board noted there was no HCQC meeting held this month due to the committee attending the NUM/MUM Professional Development Seminar Series at Byron Bay on 13 November 2018.

Dr Ogg provided an overview including a presentation from Ms Carrie Marr, Chief Executive, Clinical Excellence Commission including:

- focus on promoting communication
- caring for each other enables staff to provide better patient care
- spend more time focusing on successes

Following discussion on how to address increases in some surgery wait times such as scopes, the Board requested Mr Jones to provide a brief to the March 2019 Board meeting on areas of demand risk and unmet need based on geography across the LHD in various specialities and services.

#### **ACTION:**

**Mr Jones is to provide a brief on areas of demand risk and unmet need based on geographical consideration across the LHD to the 27 March 2019 Board meeting.**



**5.2.2 Finance and Performance Committee (F&PC) – 21 November 2018.**

Mr Carter provided a verbal report of the F&PC meeting held 21 November 2018.

Mr Carter advised that results year to date \$47K favourable. Own Source Revenue at this stage is \$3.7M unfavourable with a projection of \$10M unfavourable year end result. This is to be confirmed following advice from the MOH regarding an adjustment.

In relation to coding, new training initiatives are being reported and the possibility of connecting with TAFE to undertake a training program is being explored.

The Board noted the unconfirmed F&PC Meeting minutes of 21 November 2018.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee –8 November 2018.**

Dr Tyson provided a verbal report of the MDAAC meeting held on the 8 November 2018 advising of the appointment of a VMO Orthopaedic Surgeon at Grafton Hospital as well as numerous VMO Radiologist appointments at LBH.

Following a query concerning the contractual requirements of North Coast Radiology and how the clinical risk is being managed, Mr Jones advised that he will look into this matter and provide feedback to the January 2019 MDAAC meeting.

The Board noted the unconfirmed MDAAC minutes dated 8 November 2018.

**5.2.4 Health Services Development Committee (HSDC) – *next meeting 13 December 2018.***

The Board noted the next HSDC meeting will be held on 13 December 2018.

**5.2.5 Audit and Risk Committee (ARC) – *next meeting 5 December 2018.***

The Board noted the next ARC meeting will be held on 5 December 2018.

**5.2.6 Clinical Council (CC) – *next meeting 4 December 2018.***

The Board noted the next CC meeting will be held on 4 December 2018.

**5.2.7 Community Engagement Advisory Council (CEAC) – *next meeting 18 March 2019.***

The Board noted the next CEAC meeting will be held on 18 March 2019.

**5.2.8 Medical Staff Executive Council (MSEC) – *date to be advised***

The Board noted the next MSEC meeting date is yet to be advised.

**5.2.9 Aboriginal Partnership Meeting (APM) – 6 August 2018.**

Ms Monaghan provide a verbal overview of the 6 November 2018 APM meeting advising the Northern NSW Aboriginal Partnership Agreement was circulated and accepted.

Mr Jones advised that the Tabulam community is supportive of redeveloping the current HealthPost. NNSW LHD Capital Works will oversee the project being a joint submission with Hunter New England LHD.

The Board noted the confirmed minutes of the APM meeting held on 6 August 2018.

**5.2.10 Mental Health Forum (MHF) - next meeting 3 December 2018.**

The Board noted the next MHF meeting will be held on 3 December 2018.

**5.2.11 Research Strategic Advisory Committee (RSAC) –20 November 2018.**

The Board noted the RSAC meeting minutes for 20 November will be submitted to the 30 January 2019 Board Meeting.

**5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) – next meeting 13 December 2018.**

The Board noted the next DACAC meeting will be held on 13 December 2018.

**5.2.13 NNSW LHD Health Emergency Management Committee (HEMC) –19 November 2018.**

The Board noted the HEMC meeting minutes for 19 November 2018 will be submitted to the 30 January 2019 Board meeting.

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

**6.1 Major correspondence**

Nil major correspondence

**6.2 NNSW LHD Seal**

There were no items requiring the NNSWLHD 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 Quarterly Patient Experience Feedback Report for NNSW LHD Board**

Dr Hutton gave a brief overview of the Quarterly Patient Experience Feedback Report with Mr Jones adding that focus is still on communication to reduce complaints.

Discussion followed on how complaints are escalated to the Health Care Complaints Commission (HCCC) and the process involved around this.

**6.4.2 NSW Health Aboriginal Health Dashboard**

The Board noted the NSW Health Aboriginal Dashboard.

The Board suggested that information should be included in the next NSW Health Aboriginal Dashboard on how the identification of aboriginality is determined (page 26) and what the life expectancy for aboriginal people is on the on the North Coast compared to other areas.

**ACTION:**

**Mr Jones is to correspond with Ministry of Health requesting that the next NSW Health Aboriginal Dashboard should include how the identification of aboriginality is determined (page 26) and what the life expectancy is for aboriginal people on the North Coast.**

**6.4.3 2019 Board Calendar**

The Board noted the 2019 Board Calendar.

**7. Meeting Finalisation**

- A brief discussion was held around the pregnancy and ante-natal figures across the LHD particularly across the Clarence Valley. Dr Tyson asked for the latest report to be circulated to all NNSW LHD Board members.

**ACTION:**

**The latest pregnancy and ante-natal figures across the LHD to be circulated to all NNSW LHD Board members.**

- Mr Jones responded to a query concerning the status of the Executive Director Medical Services (EDMS) advising that he will provide a brief to the January 2019 on the EDMS Role.

**ACTION:**

**Mr Jones to provide a brief regarding the Executive Director Medical Services (EDMS) role to 30 January 2019 Board meeting.**

**7.1 Next Meeting**

12 December 2018 Annual General Meeting  
3.00pm – 5.00pm at Gateway Motel 99 Ballina Road Lismore.

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed 3.45pm.

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

Signed .....  ..... Date 20/1/19 .....

Dr Brian Pezzutti  
Chair  
Northern NSW Local Health District Board