

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**

An In-camera session was held to discuss the endorsement of the Audit and Risk Independent Committee Member. Mr David Frazer to be appointed as the new Independent member of the NNSW LHD Audit and Risk Committee from 1 January 2019 to 31 December 2020.

Mr Frazer left the meeting during this discussion.

**2.1 PRESENT AND APOLOGIES:**

Dr Brian Pezzutti, Mr David Frazer, Mr Mark Humphries, Dr Joe Ogg, Dr Allan Tyson, Ms Carolyn Byrne, Dr John Moran, Ms Deb Monaghan, Mr Michael Carter, Mr Pat Grier,

**In Attendance:**

Mr Wayne Jones, Chief Executive,

Ms Lynne Weir, Director Clinical Operations

Mr Brett Skinner, Director Finance.

Dr David Hutton, Director Clinical Governance

Mrs Vicki Rose, Director Integrated Care and Allied Health

Dr Richard Buss, Director Workforce

Mr Matt Long, Director Corporate Governance

Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health

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:**

Nil for this meeting

**Apologies:**

Dr John Griffin

Professor Susan Nancarrow

**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 26 September 2018 as circulated were ENDORSED as a true and accurate record of the meeting.

Moved: Dr John Moran

Seconded: Dr Allan Tyson

CARRIED

**2.3.2 Business Arising from the Minutes:**

**2.3.2.1 Ms Weir, Acting Chief Executive is to provide data on the falls rate based on the number of bed days by different age groups including narrative on trending data in a brief to the 28 November 2018 Board Meeting.**

Ms Duffy spoke on the falls data advising that while there are higher incidents for certain age groups, interventions are largely the same which are part of the risk assessment process.

The Board agreed that a progression report on falls data should be submitted to the Health Care Quality Committee in approximately 12 months.

**2.3.2.2 Ms Weir, Acting Chief Executive is to provide a brief that outlines the steps to be undertaken to expand the discharge summaries work and report back to the 31 October 2018 Board meeting.**

The Board noted the discharge summary update brief and the continued work being undertaken by the LHD and the North Coast Primary Health Network (NCPHN) to identify patients with a chronic condition and inform the GP of any admissions or discharges of these patients.

This item can be removed from the agenda.

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

This will be submitted to the 28 November 2018 Board meeting.

**ACTION:**

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

**2.3.2.4 Mr Jones to prepare a detailed brief outlining the amount of properties the LHD leases for corporate and clinical services and the financial cost and report back to the 31 October 2018 Board meeting.**

The Board noted the information in the brief. Mr Jones responded to a query advising that the Community Health staff currently located in commercial space at Molesworth Street Lismore will be relocated following completion of the redevelopment of LBH in approximately 2020.

Mr Jones advised the LHD is reviewing options around current JMO and office accommodation.

**2.3.2.5 Ms Weir is to provide information on the number of presentations to Emergency Departments both in and out of hours, noting there has been some increase in presentations at some LHD Hospitals.**

The Chair spoke to the information in the report, querying whether the increased presentations to some smaller hospitals reflected the lack of access to GP services in those towns. Mr Jones responded that advice from the NCPHN is that there is increased

activity through GP rooms and the rise of ED presentations is a combination of population growth, ageing and socio-economic factors.

Discussion followed around repeat attendances of patients who present through the Emergency Department as opposed to presenting to Community Health or their GP.

**ACTION:**

**Mr Jones to submit a report on the number of representations of patients to NSW LHD Emergency Departments to the 28 November 2018 Board Meeting.**

- 2.3.2.6 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.**

This will be submitted to the 28 November 2018 Board Meeting.

**ACTION:**

**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.**

- 2.3.2.7 Ms Weir is to provide feedback to the Board on why there are currently no pacemaker services available.**

Following discussion around the lack of pacemaker services available across the LHD, the Board requested the Executive progress development and review of a business case for both Tweed and Lismore sites assessing the viability and costs of a pacemaker service.

Moved: Dr Allan Tyson

Seconded: Dr John Moran

CARRIED

- 2.3.2.8 Ms Weir 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.**

This will be submitted to the 28 November 2018 Board meeting.

**ACTION:**

**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.**

- 2.3.2.9 Ms Weir, Acting Chief Executive 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.**

- 2.3.2.10 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.**

- 2.3.2.11 The Acting Chief Executive is to provide a brief that addresses the feasibility of an in-house dental prosthetist to the 31 October 2018 Board meeting.**

A brief discussion ensued around the cost of providing both in-house and out-sourced dentures. Mr Jones advised the LHD would consider commencing the recruitment process for two additional in-house dental prosthetist in early 2019. Mr Jones will provide an update report on progress to the 1 May 2019 Board meeting.

- 2.3.2.12 Mr Jones is to facilitate a meeting between Dr Ogg and Mr Skinner before the 31 October 2018 Board Meeting.**

Dr Ogg gave a brief overview of the recent meeting with Mr Skinner and general discussion followed on the equitable access of services across the LHD.

Mr Long suggested submitting a paper outlining how the NNSW LHD Health Care Services Plan will be developed to incorporate needs based equitable access across the LHD.

**ACTION :**

**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.**

- 2.3.2.13 Ms Weir is to correspond with Ms Elizabeth Koff, NSW Health Secretary expressing concern about the current Procurement Policy and seeking advice on whether there is an opportunity to make any improvements to the Policy around the contracting of local services, as appropriate in situations such as occurred with the contracting of milk.**

The Board noted the correspondence to Ms Elizabeth Koff, NSW Health Secretary.

### 2.3.3 Other Matters Arising from the Minutes

Nil matters arising from the minutes.

## 3. Matters for Decision

### 3.1 NSW LHD Risk Management Key Performance Indicator Report (KPI)

General discussion followed around certain figures in the report particularly around smoking during pregnancy and ethics applications. Dr Hutton responded to several queries and the Board requested that the data reports be reviewed with more narrative around the variances of results for the LHD compared to the rest of the state.

#### **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.**

#### **3.1A Review of NSW LHD Top 10 Risks**

The Board noted the information in the NSW LHD Top 10 Risks with particular attention to the PABX phone system and the transition to NBN. Mr Long, Director Corporate Services explained there is a lot of ongoing work around auditing phone lines to obtain a better understanding of what will be effected during transition to NBN to mitigate these risks.

Dr Hutton gave a brief overview of the changes incorporated in the NSW LHD Top 10 Strategic Risks and the Board agreed to endorse the document.

The Board **ENDORSED** the NSW LHD Top 10 Strategic Risks.

#### **3.2 Safety and Quality Account**

Dr Hutton spoke to the Safety and Quality Account giving a brief overview of the data and graphs in the report outlining the good results in the Overall Patient Experience Index.

Moved: Dr Allan Tyson  
Seconded: Mr Mark Humphries

**CARRIED**

The Board **ENDORSED** the Safety and Quality Account 2017-18.

#### **3.3 Endorsement of Audit and Risk Committee Independent**

This matter was covered in in Item 1.

#### **3.4 2019 Board Meeting Dates**

The Board noted the information in the brief and **ENDORSED** the Board meeting dates for 2019. However, the Board agreed that some locations may need to change following the Chief Executive decisions on whether the Executive leadership team will attend all Board meetings.

Mr Jones advised that arrangements are underway to schedule a meeting with Professor Paul Worley, National Rural Health Commissioner during his upcoming visit to the area.

**ACTION:**

**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.**

**3.5 2018 Annual Board and Community Stakeholder Meeting**

The Board noted the information in the brief and ENDORSED the proposal to invite Mr Thomas George MP, Member for Lismore and Deputy Speaker as guest speaker at the 2018 Annual Board and Community Stakeholder Meeting in Lismore.

Moved: Dr Allan Tyson  
Seconded: Ms Carolyn Byrne

**CARRIED**

**4. Chairman's Update**

**4.1 Chairman's Calendar**

The Board noted the Chairman's Calendar.

**4.2 Feedback from 2018 Board Members Conference.**

The Board noted the feedback from the 2018 Board Members Conference.

General discussion followed on the success of the NOUS Training day held on 30 October 2018. It was agreed that upon receipt of the report from NOUS, time will be set aside to discuss the recommendations during the 30 January 2019 Board meeting.

**5. Matters for Discussion**

**5.1 Chief Executive's Report**

Ms Weir referred to the issues that were covered in the Chief Executive's Report including:

**5.1.1 Current and Significant Issues**

- Clinician Engagement
- Current Media issues
- Urbenville Open Day
- Mullumbimby Site

The Board noted the recent media coverage on the Tweed Valley Hospital site selection process. Mr Jones advised that he is meeting with Mr Peter Lawless, Health Infrastructure to ensure consistent messaging on the community engagement opportunities.

**ACTION:**

**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.**

**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.**

**5.1.2 Update on Strategic Issues**

Evans Head Community Engagement – Open afternoon 8 November 2018

**5.1.3 Update on Strategic Plan Implementation**

Nil for this meeting.

**5.1.4 Matters for Approval**

Nil for this meeting.

**5.1.5 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during September 2018 was 79% against the target of 81%.
- Elective Surgery Access Performance - During September 2018, NNSW LHD did not meet the targets. The results were as follows: Category 1, 99% against a target of 100%, Category 2, 95% against a target of 97% and category 3 was 95% against a target of 97%.
- NNSW LHD met all Triage targets which were equal to or greater than the September 2017 results.
- Transfer of Care result for September 2018 was 89% against a target of 91%.

**5.1.6 Risk and Compliance Update**

Nil for this meeting

**5.1.7 Governance Update**

Nil for this meeting

**5.1.8 Capital Works/Planning Projects**

- Bonalbo MPS
- Tweed Valley Hospital

**5.1.9 Matters for Noting**

- Awards Finalists – District finalists in a number of State Awards including 2018 NSW Health Excellence in Nursing and Midwifery Awards, 2018 NSW Health Awards, 2018 and the Premier's Awards for Public Service
- **Business Arising:**  
**Item 2.3.2.5** Emergency Department presentations in and out of hours was discussed under item 2.3.2.5.

**Item 2.3.2.7** Availability of Pacemaker services in Lismore and Tweed Hospitals was discussed under item 2.3.2.7.

#### **5.1.10 Important Meetings/ Diary Commitments**

- NNSW LHD Annual General Meeting is scheduled for 12 December 2018.
- The NNSW LHD Consumer Engagement Conference is scheduled on 22 November 2018.

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

- Mr Jones responded to a query regarding the Ambulatory Care Unit at Grafton Base Hospital and advised that it is now out to tender.
- The Chair advised that he has approached the NSW Health Secretary regarding increased funding to reduce waiting times for elective surgery across the LHD. Ms Weir is currently preparing a report to be submitted in due course.

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) – 9 October 2018**

Dr Ogg provided a verbal overview of the HCQC meeting indicating there had been discussion on the importance of the inclusion of narrative around data to ensure that due focus is given to issues of concern.

Dr Ogg responded to a query regarding the inaccuracy with Healthcare Acquired Complications (HAC) data being broad and relating to the incorrect use of the condition onset flag.

The Board noted the unconfirmed HCQC minutes on 9 October 2018.

#### **5.2.2 Finance and Performance Committee (F&PC) – 24 October 2018.**

Mr Humphries provided a verbal report of the F&PC meeting held 24 October 2018.

Expenditure results general funds YTD \$0.018M favourable with forecast of \$0.0M favourable. Own Source Revenue general funds September YTD \$2.7M unfavourable with forecast of \$10.0M unfavourable.

Dr Moran advised that VMO costs continue to grow primarily around locums, increased activity and adjusted awards. Mr Jones informed that while there are several reasons for this, the LHD is currently looking at different strategies to reduce costs moving forward.

Mr Jones responded to a query regarding the new model to be introduced at the Tweed Valley Hospital (TVH) indicating that the TVH Project will progress consultation on the



development of a workforce plan for TVH, including review of the medical employment models.

The Board requested Mr Jones provide a report to 21 November 2018 Finance and Performance meeting on associated cost increases for VMO and locums including narrative to explain any increased costs.

Pavilion coding is progressing well but concern was raised around the ongoing costs associated with outsourcing this. Mr Jones informed that at present the LHD should continue to engage with Pavilion.

Following discussion on vacancy rates across the LHD, the Board requested a brief to be provided to the 20 February 2019 Finance and Performance Committee meeting on LHD vacancy rates.

Mr Jones is to request relevant directors to submit requested briefs to the November and February Finance Committee meetings.

The Board noted the unconfirmed F&PC Meeting minutes of 24 October 2018.

#### **5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee –11 October 2018.**

Dr Tyson provided a verbal report of the MDAAC meeting held on the 11 October 2018.

Dr Tyson advised of several standard appointments across the LHD including several anaesthetists in Richmond and a Staff Specialist.

The Board noted the unconfirmed MDAAC minutes dated 11 October 2018.

#### **5.2.4 Health Services Development Committee (HSDC) – 11 October 2018**

The Chair gave a brief overview of the HSDC minutes held on 11 October 2018.

Winter Strategy has been a great success this year and a lot of work is being undertaken behind the scenes. The George Institute will provide its evaluation report early 2019, and will be submitted to a future Board meeting.

The Board noted the unconfirmed minutes of the HSDC meeting dated 11 October 2018.

#### **5.2.5 Audit and Risk Committee (ARC) – 5 September 2018**

Mr Frazer provided a brief overview of the Audit and Risk Committee meeting of 5 September 2018 and noted the excellent results of the worker's compensation figures.

The Board noted the unconfirmed ARC minutes dated 5 September 2018.

#### **5.2.6 Clinical Council (CC) – 16 October 2018**

Ms Weir provided a verbal report of the Clinical Council meeting held on the 16 October 2018 and advised that in consultation with the clinicians, reviews are underway on how the council is operating.

The Board noted the unconfirmed Clinical Council meeting minutes of 16 October 2018.

**5.2.7 Community Engagement Advisory Council (CEAC) – 17 September 2018**

Mr May gave a brief overview of the CEAC meeting held of 17 September 2018. Mr May encouraged Board members to attend the Community Engagement Conference to be held on 22 November 2018.

The Board noted the unconfirmed minutes of CEAC meeting held on 17 September 2018.

**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) – 5 November 2018.**

The Board noted the APM minutes of 6 August 2018 will be submitted to the 28 November 2018 Board Meeting.

**5.2.10 Mental Health Forum (MHF) - 8 October 2018.**

Ms Monaghan provided a brief overview of the MHF meeting held on 8 October 2018 noting the results in the Your Experience of Service (YES) Data 2017-18 NNSW LHD.

Ms Robinson advised that she is currently ensuring progress is underway for completion of the LBH Warm Room.

The Board agreed for the Chair to provide a copy of the MHF minutes to the Mental Health Commission.

The Board noted the unconfirmed minutes of the MHF dated 8 October 2018.

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

The Board noted the next RSAC meeting will be held on the 20 November 2018.

**5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) –11 October 2018.**

Mr Grier provided a brief overview of the DACAC meeting held on 11 October 2018. He noted that Riverlands will remain open over the Christmas/New Year period and the committee were very pleased with this decision.

The Board noted the unconfirmed minutes of DACAC held on 11 October 2018.

**5.2.13 NSW LHD Health Emergency Management Committee (HEMC) – *next meeting 19 November 2018.***

The Board noted the next HEMC meeting will be held on 19 November 2018.

**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 2018 Community Conference**

The Board noted the information regarding the 2018 Community Conference and encouraged Board members to attend if possible.

**6.4.2 Letter of response form NSW Secretary re: Whooping cough vaccination**

The Board noted the letter of response regarding whooping cough vaccination.

**6.4.3 Update on Kids and Families Health Plan 2017-2022**

The Board noted the update on Kids and Families Health Plan 2017-2022.

**6.4.4 Prevention & Management of Workplace Bullying in NSW Health**

The Board noted the Prevention & Management of Workplace Bullying in NSW Health.

**7. Meeting Finalisation**

Dr Moran queried what process will be undertaken to ensure equitable access for students at the Tweed Valley Hospital. Mr Jones responded this will be part of the market sounding process and he will ensure further discussions occur with Dr Moran and Dr Ogg as the process commences.

**7.1 Next Meeting**

28 November 2018 12.00pm – 4.00pm at Ground Floor Meeting Room, Crawford House, Hunter Street Lismore

The Board Chair thanked Ms Weir for her dedicated and professional service whilst acting in the Chief Executive role in Wayne's absence.

Mr Humphries provided a critique of the Board meeting.

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed 12.38pm.

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

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 31 OCTOBER 2018 AT THE QUALITY HOTEL BALLINA. COMPTON DRIVE, BALLINA COMMENCING AT 9.00am.**

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Signed .....



Date .....

31/1/19

Dr Brian Pezzutti

Chair

Northern NSW Local Health District Board