

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 held to discuss a meeting with the Board Chair, Deputy Chair and The Tweed Hospital representative clinicians around engagement matters.

2.1 PRESENT AND APOLOGIES:

Board Members:

Mr Mark Humphries (Chair), Mr Peter Carter, Mr Michael Carter, Dr Allan Tyson, Mr Pat Grier, Dr John Griffin, Dr John Moran, Ms Carolyn Byrne, Dr Alasdair Arthur, Professor Susan Nancarrow, Ms Naree Hancock

In Attendance:

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

In Attendance for part of meeting:

Mr Ken Hampson, Director Clinical Governance
Ms Dee Robinson, Director Mental Health, Alcohol and Other Drugs

Apologies:

Nil for this meeting

Declaration of Pecuniary and/or Conflicts of Interest

Ms Naree Hancock advised she has now accepted a permanent appointment with two General Practices. Ms Hancock indicated this advice was not a conflict, just a declaration.

Dr John Moran indicated that he has now resigned from the North Coast Primary Health Network Board.

Meet and Greet: Mr Ken Hampson, Director Clinical Governance provided a brief overview of his background and the previous roles he has held at other LHD's before joining the NSW LHD in November 2021.

Mr Hampson spoke briefly on settling into his new role and the direction and focus he has planned for the Clinical Governance Unit moving forward. The Board noted Mr Hampson will provide a more detailed update when he presents at the January 2022 Board meeting.

Presentation: Towards Zero Suicide Peer Workers Positive Outcomes with Patients and Clients Experiencing Suicidality - Ms Dee Robinson, Director Mental Health, Alcohol and Other Drugs

Ms Robinson provided an overview of a patient recently admitted to the Kurrajong unit for a period of 7 days after experiencing significant suicidality and emotional dysregulation. Following discharge, the patient was linked with a Towards Zero Suicide Peer Worker and the Tweed Acute Care team for follow up.

Ms Robinson spoke on the work undertaken by the peer worker in a support role and sharing their own experiences with the patient. Together they developed and planned goals that included linking with relevant community support. Following several meetings, feedback from the patient was very positive.

Safe Haven and Suicide Prevention Outreach Teams (SPOTs) form one part of the NSW Premier's state-wide multi-component initiative to reduce suicide deaths by 20% before 2023. Towards Zero Suicide initiatives were developed, through the process of listening to individuals, communities, people with lived experience, clinicians and service providers.

Responding to a query regarding the safety and welfare of the peer worker, Ms Robinson advised Peer Support Co-ordinators meet regularly with the peer workers for debriefs and regular supervision. Training is also provided by Roses in the Ocean, an organisation that helps support peer workers to minimise triggers and identify any risks.

A lengthy discussion followed around the care pathway for mental health patients and the need for a more holistic approach to include clinicians, support workers, family, and friends. The emphasis on improving social determinants across all facets of vulnerable communities was discussed and this continues to be a challenge for various stake-holders across government and non-government organisations.

Ms Robinson referred to the workforce shortage across the state and the number of mental health staff vacancies within the LHD. Several strategies are being discussed and implemented to address these concerns.

The Board thanked Ms Robinson for her presentation.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 27 October 2021 as circulated were **ENDORSED** as a true and accurate copy with the following amendment:
Page 6, last paragraph to now read, ".....costs from *ineligible*....."

Moved: Mr Pat Grier

Seconded: Dr Alasdair Arthur

CARRIED

2.3.2 Business Arising from the minutes:

2.3.2.1 Mr Peter Carter to meet with the Board Governance working party to discuss changes to the Board Development plan and report back to the 24 November 2021 Board meeting.

Providing a verbal update of the 15 November 2021 Board Development Working Party meeting, Mr Peter Carter advised he, Mr Humphries and Mr Jones discussed the recommendations adopted by the Board at the 27 October 2021 Board meeting.

In the October meeting, the Board offered several suggestions to the recommendations, and it was agreed that some of the timelines for the Key Performance Indicators (KPIs) were ambitious.

The recommendations have been reset with the view to meet with Mr Jones again to finalise the implementation of the report's revised recommendations.

2.3.2.2 The Chief Executive is to provide an update on the general NNSWLHD Workforce Strategy including culture improvement to the 24 November 2021 Board meeting.
Please refer Item 5.1

2.3.2.3 The Chief Executive is to provide additional information around proposed services at Murwillumbah District Hospital and community services that will remain at The Tweed Hospital site to the 30 March 2022 Board meeting.
The Board noted this will be provided to the 30 March 2022 meeting.

ACTION:

The Chief Executive is to provide additional information around proposed services at Murwillumbah District Hospital and community services that will remain at The Tweed Hospital site to the 30 March 2022 Board meeting.

2.3.2.4 The Board Chair to forward a letter of recognition to acknowledge the long standing service of Dr Adrian Jackson on his resignation from The Tweed and Murwillumbah Hospitals.
The Board noted this was posted on 5 November 2021.

2.3.2.5 Further discussion around the models of care for hospital in the home for future healthcare delivery to be discussed at a future meeting.
The Board noted this will be provided to a future meeting.

ACTION:

Further discussion around the models of care for hospital in the home for future healthcare delivery to be discussed at a future meeting.

2.3.3 Other Matters Arising from the Minutes
Nil for this meeting

3. Matters for Decision

3.1 Forward plan and Governance on Healthcare Services Plan

The Board noted the information in the brief and discussion arose around the NNSWLHD Health Care Services Plan (HCSP) 2022-27 Steering Committee and membership. Lengthy discussion followed around the incorporation of the HCSP meeting and the alternate monthly meeting for the usual Clinical Planning and Clinician Engagement committee agenda.

A discussion ensued on the possibility of co-design and models of care with the view to rethink the implementation and monitoring in the service delivery of the HCSP.

The Board **AGREED** in principle to approve the commencement of and governance arrangements for delivering an updated Health Care Services Plan and its implementation in 2022 with the following amendments:

- Membership updated to reflect Dr Allan Tyson as Chair and Ms Deb Monaghan to be the Aboriginal and Torres Strait Islander representative

- The possibility of co-design to be incorporated into the committee membership

Mr Jones advised an amended committee membership list will be provided to reflect the above changes when the next update on the NNSWLHD Service Agreement KPI's is due to the 23 February 2022 Board meeting.

ACTION:

Mr Jones to provide an amended Clinical Planning and Clinician Engagement Committee meeting membership with the quarterly NNSWLHD Service Agreement KPI's update to the 23 February 2022 Board meeting.

3.2 2022 Board meeting dates

Speaking to the information in the brief, the Board Chair noted due to Australia Day 2022 falling on a Wednesday, the January Board meeting will need to be scheduled for Tuesday 25 January 2022.

A brief discussion followed around the Board Development Plan workshop scheduled in Ballina for the February meeting. The Chair indicated further discussions regarding times will be discussed, and the Secretariat will advise the Board in due course.

The Board APPROVED the 2022 Board meeting dates.

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

The Chair welcomed Mr Jones back to the LHD after a lengthy secondment to the MOH. 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
- Bureau of Health Information – results of the 2020 Adult Admitted Patient survey results with NNSWLHD performing very well. For the third year running, Byron Central Hospital received the highest individual hospital result in the state, with 92% of patients rating the wards or rooms as 'very clean'.

ACTION:

Mr Jones to draft a letter for the Board Chair's signature thanking and acknowledging Byron Central Hospital for their outstanding results in the recent Bureau of Health Information survey.

- Coronavirus – low daily case numbers continue across the LHD. At 15 November 2021 there have been 176 cases reported in the LHD since 16 June 2021. The Virtual COVID Community Care model continues to expand. Additional drive through and walk-in testing clinics have been established in appropriate locations across the LHD as required.
- Vaccination – NNSWLHD now has a double vaccination percentage of the >16 years of

age population of 85.8% as at 16 November 2021.

- Staff Mandatory Vaccination – an update provided on NNSWLHD staff vaccination rates
- Staff / Community Communication – staff and communities are provided regular updates through emails, forums and media opportunities
- Service Modification Plans for Christmas/ New year 2021-2022 – summary report for this Year's Christmas/New Year period, noting the focus on encouraging staff to take leave during this time whilst balancing needs for emergency care and COVID preparedness.

5.1.2 Update on Strategic Issues

- Value, Develop and Empower our People - Brief on NNSW LHD Strategic Workforce Plan 2019-2024 and the PMES 2021 Results summary.

The Board noted the information in the brief regarding the NNSW LHD Workplace Culture, Staff Health, Wellbeing and Engagement Action Plan 1 July 2020-30 June 2022. The plan is being progressively implemented and updated with the aim to improve culture by implementing several multi-dimensional interventions.

There are currently 450 FTE nursing vacancies across the LHD at present. Part of this is related to COVID due to movement across different departments eg testing, contact tracing. Other factors impacting the current high vacancy rates include is the proximity to Queensland and associated discrepancy in pay rates between States and the reduced international workforce migration.

Mr Jones indicated that commencing next week, he will be meeting with Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health Services and Lismore Base and The Tweed Hospitals Executive team to discuss actions being implemented to recruit to nursing vacancies.

Mr Jones referenced the PMES (People Matter Employment Survey) noting the poor result across the LHD for culture. He advised that a brief will be provided to the February 2022 Board meeting on strategies the LHD can progress to re-set culture of the organisation.

ACTION:

Mr Jones to provide a brief outlining strategies on how the NNSWLHD can reset the organisation's culture to the 23 February 2022 Board meeting.

- Integration through Partnerships – the Board noted the recent appointment of Mr Jones to the NSW eHealth Executive Council.
- Champions of Innovation and Research – the Board noted the media statement referring to a 13-year study based on the Reduce Risk Increase Student Knowledge (RRISK) program.

5.1.3 Matters for Approval

- Nil for this meeting

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during October 2021, NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 34%.
- Elective Surgery Access Performance during October 2021 was Category 1 100%

against a target of 100%, Category 2 88% against a target of 97% and Category 3 was 82% against a target of 97%.

- Elective Surgery overdue numbers for September 2021 were Category 1 – 1, Category 2 – 176, Category 3 – 294.
- Triage – NNSWLHD met triage Category 1 target, Category 2, October 2021 result was 77% with a target of 95% and Category 3, October 2021 result was 76% against a target of 85%.
- Transfer of Care target for September 2021 was 90% with a result of 84%.
- Service Agreement KPI Report – the Board noted the quarterly report.

5.1.5 Security, Risk and Compliance Update

- Richmond Valley ACHS Accreditation (excluding Clarence Valley) – Mr Jones provided a brief update on the recent accreditation results and process.
- TVH Environmental Sustainability Measures – on track to achieve a 19.2% energy reduction, which is in addition to the solar power, and will provide further operational energy savings. The TVH is on track to exceed a 4-star Greenstar equivalent rating.

5.1.6 Governance Update

- 2019-2020 NNSWLHD Safety and Quality Account

The Board **APPROVED** the NNSWLHD Safety and Quality Account for 2020-21 and **ENDORSED** the Safety and Quality Account being published on the NNSWLHD website.

Moved: Dr Alasdair Arthur

Seconded: Mr Peter Carter

CARRIED

5.1.7 eHealth Update

- The NBN roll out to all sites in the LHD is now complete.
- My Virtual Care and Pexip Telehealth Project for outpatient clinics continues to enrol clinics and train staff in these applications.
- Cyber security penetration testing report revealed the LHD firewall infrastructure is in good condition with only 1 high risk and 6 low risk items for treatment.

ACTION:

Mr Jones to request the NNSWLHD Information Technology Department to provide a presentation on the processes and methods in place to ensure cyber security across the LHD.

5.1.8 Capital Works/Planning Projects

- Rural Minor Works Projects
 - GBH sterilisers being replaced.
 - GBH Aruma building administration/reception upgrade and Paediatric ward upgrade
 - Murwillumbah imaging upgrade and ED triage upgrade
- Health Infrastructure Projects
 - Tweed Valley Hospital – communication rooms targeted for early fit out and ground floor slab complete. Concrete precast façade panels commenced.
 - Lismore – auditorium roof and cladding installation complete and front of house services isolation and demolition is continuing.

5.1.9 Matters for Noting
Nil for this meeting

5.1.10 Important Meetings/ Diary Commitments

- The Annual General Meeting will be held at 2pm 24 November 2021 and will be a virtual meeting.
- Farewell dinner for Dr Pezzutti and Ms Monaghan at 6pm at the Gateway Motel, Lismore 24 November 2021.

5.1.11 Questions for the Chief Executive without Notice

- Referring to a query regarding the status of coding across the district, Mr Jones advised he will provide an update report to the 23 February 2022 Board meeting.

ACTION:

Mr Jones to provide an update report on NSW LHD coding status to the 23 February 2022 Board meeting.

Mr Peter Carter will work with the Chief Executive to draft correspondence to the Australian Quality and Safety Commission seeking advice on their consideration of future accreditation process for Health Services being in line with new international standards.

- Discussion around the impact COVID has had on work/life balance with an increase in numbers of staff wanting to move from full-time to part-time work. Marketing ideas continue to be a part of the discussion in how the LHD attracts staff to the area.
- Mr Jones provided a brief update on his recent meetings with Ms Julie Sturgess, Chief Executive Healthy North Coast. The Chair indicated a combined Board meeting date for the first quarter of 2022 will be discussed with both organisations' secretariats.

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 November 2021.

Ms Byrne provided an overview of the recent HCQC meeting speaking of the patient story which highlighted the importance of consistent and professional communication between staff, the patient and the family.

The GBH Central Sterile Services Department equipment is being installed and undergoing validation testing with the view to be operational in December 2021.

A brief discussion followed around discharge against medical advice for Aboriginal inpatients and a further update will be provided to a HCQC future meeting.

The Board noted the unconfirmed HCQC Minutes.

5.2.2 Finance and Performance Committee (F&PC) – 17 November 2021.

Mr Michael Carter provided a brief overview of the F&PC minutes.

General fund October results are \$45.5m unfavourable and a forecast of \$17.25M unfavourable excluding the COVID related expenses. The LHD expects, with QLD/NSW border closure changes and activity increases, this will impact on the LHD budget result.

Pressure continues in the acute facilities with NWAU's up 4.5% to MOH and 1.9% LHD target as it continues to drive expenses.

It is anticipated the 2022/23 budget will be challenging as the National Partnership Agreement with the Commonwealth ends on the 30 June 2022.

The Board noted the unconfirmed Minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 11 November 2021.

Dr Arthur gave a brief outline of recent appointments and resignations across the LHD.

Dr Tyson provided a brief on the differentiation of pay scales between NSW Health and Queensland Health.

Responding to a query regarding the follow up on exit interviews for staff leaving the LHD, Mr Jones advised he will follow up with Dr Tim Williams, Executive Director Medical Services and provide an update via the 25 January 2022 CE report.

The Board noted the unconfirmed MDAAC Minutes.

5.2.4 Audit and Risk Committee (ARC) – next meeting 1 December 2021.

The Board noted the next ARC meeting will be held on 1 December 2021.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – 26 October 2021.

The Board noted the Minutes for the 26 October 2021 and a verbal update was provided at the 27 October 2021 Board meeting.

5.2.6 Community Partnership Advisory Council (CPAC) – next meeting 6 December 2021

The Board noted the next CPAC meeting will be held 6 December 2021.

5.2.7 Research and Innovation Committee (RIC) – next meeting 18 November 2021.

Mr Peter Carter advised these Minutes will be provided to the 25 January 2022 Board meeting.

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

Nil for this meeting

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

Nil for this meeting

6.5 Business Without Notice

Nil for this meeting.

7. Meeting Finalisation

Dr Tyson provided a critique of meeting.

7.1 Next Meeting

25 January 2022 - 9am

Crawford House Ground Floor meeting room

Lismore

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.27pm.

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

Signed

Date 25/1/22

Mr Mark Humphries

Chair

Northern NSW Local Health District Board