
The Chair opened the meeting and Mr Monaghan acknowledged the Traditional Owners of this Land. He also paid his respects to 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 in relation to the current financial and workforce challenges across the LHD.

2.1 PRESENT AND APOLOGIES:

Board Members:

Mr Peter Carter (Chair), Mr Scott Monaghan, Mr Thomas George, Dr Andrew White, Dr John Griffin, Mr Michael Carter, Professor Susan Nancarrow, Mr Pat Grier

Via Microsoft Teams:

Ms Naree Hancock

Mr Ged May, Community Engagement Manager

Apologies:

Dr Alasdair Arthur, Ms Carolyn Byrne, Dr Cathy Adams, Dr John Moran

In Attendance:

Ms Lynne Weir, Acting Chief Executive

Ms Liz Blake, Manager Chief Executive Unit

Ms Kate Greenwood, Board Secretariat

In Attendance for part of meeting:

Mr Brett Skinner, Director Finance

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

The following declarations of pecuniary and/or Conflicts of Interest were declared:

Mr Michael Carter

- Chief Financial Officer and Company Secretary of Social Futures
- Social Futures held a contract from 01/07/22 – 31/12/22 that was administered by NNSWLHD

Mr Scott Monaghan

- Chief Executive Officer, Bulgarr Ngaru Medical Aboriginal Corporation

Ms Naree Hancock

- Practice Manager and Business Manager at two General Practitioners' rooms and Co-Surveyor Consultant, Quality and Safety in Healthcare.

Ms Carolyn Byrne

- Partner works at Murwillumbah District Hospital

Mr Pat Grier

- Board Member of Social Futures

Professor Susan Nancarrow

- Business partner is the owner of Cudgen Connection. Professor Nancarrow has declared she has no direct link to, or involvement with the Cudgen Connection.
- Several consultancies through HealthWork International, currently one being Illawarra Shoalhaven LHD around allied health workforce plan.

Mr Thomas George

- Board member of Our House and Patron of Our Kids

Dr Andrew White

- CHS Chair Medical Staff Council, CHS Chair Blood and Blood Products

2.3 Previous Minutes:

- 2.3.1** The Minutes of the Board Meeting held on 30 November 2022 as circulated were **ENDORSED** as a true and accurate record:

Moved: Mr Scott Monaghan

Seconded: Dr John Griffin

CARRIED

- 2.3.1a)** The Minutes of the NNSWLHD Annual General Meeting held on 30 November 2022 as circulated were **ENDORSED** as a true and accurate record:

Moved: Mr Thomas George

Seconded: Mr Scott Monaghan

CARRIED

2.3.2 Business Arising from the minutes:

- 2.3.2.1 Mr Jones to provide a brief on feedback from various stakeholders on possible future models for the CPCEC (Clinical Planning and Clinician Engagement Committee) to the 22 February 2023 Board meeting.**

Referring to item 3.5, Ms Weir provided a brief overview regarding the recommended changes to CPCEC.

A review was requested of the committee in 2022 that found the committee was generally not meeting its purpose as outlined in the Terms of Reference (TOR) for various reasons. The model needed refreshing to better engage clinicians in clinical and strategic planning activities.

The LHD is currently developing a Clinician Engagement Framework which will provide a guiding structure for the LHD . Governance for clinician engagement will be outlined in this document and will be provided to the Board and Executive .

Once the Framework is endorsed, the Board **AGREED** that a quarterly report will be provided to the Board on LHD clinician engagement and LHD clinical planning activities.

The Board **AGREED** that CPCEC will continue to hold bi-monthly meetings until the end of the year. The focus of the meetings will change to function as the steering committee for the LHD Health Care Services Plan and development of the Clinician Engagement Framework. Ms Naree Hancock will Co-Chair these meetings throughout 2023.

The Board **ENDORSED** the amended CPCEC TOR.

- 2.3.2.2 Mr Jones to follow up on EEG reporting across the LHD and provide feedback to**

the 22 February 2023 Board meeting.

Ms Weir advised there is currently a Neurologist who reads the EEGs. If required, they can be read remotely in real time. They are based on the Gold Coast and service The Tweed Hospital (TTH) and Lismore Base Hospital (LBH).

2.3.2.3 Mr Jones to progress a small working party to discuss strategies to the proposed Clinical Streams structure which would allow clinicians (as Heads of Department) to have greater responsibility with Departmental planning and budget management.

Ms Weir provided an update on the recent operational meeting regarding the request from Dr Chris Ingall, Clinical Head of Department, LBH and Dr Louise Imlay-Gillespie, LBH Medical Staff Council. Ms Weir advised the relevant ELT will confer with both doctors to develop a plan on the best approach moving forward.

A further update will be provided in due course through the CE report.

2.3.3 Other Matters Arising from the minutes

Nil for this meeting.

3. Matters for Decision

3.1 Board Sub-committee representations

Following a discussion regarding the nominations for Board sub-committees, the Board **AGREED** to the following appointments for 2023:

- **Health Care Quality Committee**
Mr Peter Carter (Chair), Dr Cathy Adams, Dr Andrew White,
Ms Naree Hancock (observer from April)
- **Finance and Performance Committee**
Mr Michael Carter (Chair), Ms Naree Hancock, Mr Peter Carter (observer)
Dr Andrew White (observer commencing later in year)
- **Medical and Dental Appointments Advisory Committee**
Dr Alasdair Arthur (Chair), Ms Carolyn Byrne (TBC)
- **Audit and Risk Committee**
Ms Carolyn Byrne (observer TBC)
- **Community Partnership Advisory Council**
Dr John Griffin, Mr Scott Monaghan, Mr Thomas George
- **Clinical Planning and Clinician Engagement Committee**
Ms Naree Hancock (Chair)
- **Research and Innovation Committee**
Ms Susan Nancarrow (Chair), Mr Pat Grier, Mr Scott Monaghan

Ms Weir provided an update on recent policy changes for independent members with the NSW Premier's Department pre-approved Audit and Risk Committee list. With the Chief Executive and Board Chair support, the ARC Chair is currently in the process of recruiting

two further independent members from the pre-approved list to ensure the LHD's compliance with the policy.

Once the relevant referee and NSW Police checks are complete, the Board AGREED for an 'out of session' endorsement via email from the Chief Executive. This will then allow the ARC meeting to be held as soon as practically possible.

The Board **ENDORSED** the Board sub-committee nominations with the exception of the ARC which will be clarified in due course.

3.2 Deputy Chair Nominations

The Board Chair called for nominations for the position of NNSWLHD Deputy Chair. Following a brief discussion, Professor Susan Nancarrow was nominated for this position. Professor Nancarrow accepted the nomination.

Nominated: Mr Thomas George

Seconded: Mr Pat Grier

The Board **ENDORSED** the appointment of Professor Nancarrow as the new NNSWLHD Deputy Chair for a period of 12 months.

3.3 2021-2022 Safety and Quality Account

Ms Weir provided a brief overview on the 2021-2022 Safety and Quality Account.

An explanation was provided on the data regarding 'Review of performance against 2021-22 NSW Health Key Performance Indicators'.

The achievements for NNSWLHD are indicative of where we are and the areas the LHD need to celebrate, and feedback to staff is encouraged to enable improvement from the floor where patient centred care occurs.

A brief discussion followed on the low immunisation rates amongst children across the LHD footprint and smoking in pregnancy data. Ms Weir provided an update on the work underway to address these concerns with Mr Monaghan agreeing that is a bipartisan approach with all relevant health stakeholders across the three valleys.

The Board noted the information in the report.

3.4 NNSWLHD Environmentally Sustainable Healthcare Strategic Plan to 2030

Dr Griffin provided an overview of the information in the brief and updated the Board on the progress undertaken across the LHD to implement the new plan. A verbal report was also provided on the work that continues with solar panels, electric vehicle charging stations and waste management.

The plan is being developed to set NNSWLHDs direction for action in relation to environmental sustainability. The date of 2030 is significant as it aligns with state government targets in relation to emissions reduction.

The Board **APPROVED** the development of the NNSWLHD Environmentally Sustainable

Healthcare Strategic Plan to 2030.

Also referring to Item 6.4.1 regarding the brief on the 'Impacts of Climate Change on Health in Northern NSW', Dr Griffin advised the LHD is seeking a better understanding of the variation of probable chronic and acute health impacts caused by climate change. Understanding these morbidities offers opportunities for adaptation of service design in future LHD strategies and disaster preparedness.

The Board noted the information in the Sax Institute report dated December 2022.

Professor Nancarrow gave an update on the LHD being selected by the MOH as a pilot site to establish a partnership to conduct a detailed carbon footprint of LBH. Along with Nepean Hospital, works have been conducted to measure the carbon intensities of different modalities of clinical service including theatres, women's care, ICU and ED.

Mr Grier acknowledged those Board members and ELT who have been instrumental in establishing the Environmental Sustainability and Healthcare working group to implement such important changes through the LHD and the flow-on effect this had with various other stakeholders.

3.5 Recommended changes to Clinical Planning and Clinician Engagement Strategy

Please refer to Item 2.3.2.1.

4. Board Strategic Priorities

- 4.1 Workforce and Culture** – no update for this meeting.
- 4.2 Patient Flow** - no update for this meeting.
- 4.3 Environmentally Sustainable Healthcare** – please refer to Item 3.4 and 6.4.1.
- 4.4 Aboriginal Health** – no update for this meeting.

5. Matters for Discussion

5.1 Acting 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

- **Chief Executive Resignation**
Mr Jones has resigned from the LHD to take on the role as the State Health Services Functional Area Coordinator. Ms Lynne Weir will be Acting Chief Executive pending recruitment to the new CE's appointment.
- **Monthly Performance Level** – MOH held the LHDs Quarterly Performance meeting on 3 February 2023. The MOH thanked the LHD for our continued commitment and results in a range of areas including safety and quality and acknowledged the challenges around the YTD budget results. The Performance rating remains at Level 1.
- **Budget & Activity Performance** – the Roadshow from the MOH in preparation for the 2023-2024 Financial Year has commenced.
- **Executive Leadership Changes** – Ms Kirsty Glanville has been appointed to the ELT as the Associate Director Aboriginal Health. Ms Kathryn Watson has been appointed

as Acting Director Integrated Care and Allied Health.

- **State Election** – NSW State Election will be held on 25 March 2023 and the Government will move into caretaker mode on 3 March 2023.
- **COVID** – the COVID risk rating has been lowered to Yellow Status.
- **Urgent Care Centres** – NNSWLHD is one of three successful submissions to establish an Urgent Care Service in the Tweed region. This will provide significant support to both the Tweed and Murwillumbah regions.
- **Audit & Risk Committee** – Please refer to Item 3.1.

5.1.2 Update on Strategic Issues

- **Strategic Priority: Our Community Values our Excellent Person-Centred Care:**
The Board noted the brief outlining the NNSWLHD progress on implementing the NSW Health's Leading Better Value Care Initiatives.
- **Strategic Priority: Our Community Values our Excellent Person-Centred Care:**
The Board noted the Breastscreen NSW Performance Report July-December 2022.

5.1.3 Matters for Approval

- The Board **APPROVED** the request to appoint two additional Audit and Risk Committee members to the currently agreed membership.

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during December 2022 NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 32.6%.
- Elective Surgery Access Performance during December 2022 was Category 1 92% against a target of 100%, Category 2 63% against a target of 97% and Category 3 was 56% against a target of 97%.
- Elective Surgery overdue numbers for December 2022 were Category 1 – 4, Category 2 – 491, Category 3 – 854.
- Triage – NNSWLHD met triage Category 1 target, Category 2 December 2022 result was 78% with a target of 95% and Category 3 result was 75% against a target of 85%.
- Transfer of Care target for December 2022 was 90% with a result of 83%.

5.1.5 Security, Risk and Compliance Update

- The Board noted the NNSWLHD Anderson Review Recommendation quarterly update.

5.1.6 Governance Update

- The Board noted the information in the 2022-2023 Service Agreement KPI quarterly update.

5.1.7 Digital Health Update

- An update was provided on Digital Health progress across the LHD.

5.1.8 Capital Works/Planning Projects

- An update was provided on the capital works and planning projects across the LHD.

5.1.9 Matters for Noting

- Nil for this meeting.

5.1.10 Important Meetings/ Diary Commitments

- Nil for this meeting.

5.1.11 Questions for the Chief Executive without Notice

- Responding to a query regarding the cost of the TVH build progress, Ms Weir advised that the project remains on budget.
- Ms Weir updated the Board on the Elective Surgery waitlists across the LHD.
- An update was provided on the Leading Better Value Care Initiatives advising this will be moving to more outcome-based targets. Following a brief discussion, Ms Weir agreed to provide an update on Patient Reported Measures.

ACTION:

Ms Weir to provide an update on Patient Reported Measures via the CE report to the 29 March 2023 Board meeting.

- The Chair provided a brief update on his tour of the TVH the previous week.
- Responding to a query on the Urgent Care Centre at Tweed, Ms Weir provided an update on the progress of its rollout.

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

5.1 Committee Minutes (discussed on exception basis, otherwise noted)

5.2.1 Health Care Quality Committee (HCQC) – 13 December 2022 and 14 February 2023.

Mr Peter Carter provided a brief overview of the HCQC minutes.

There is currently one vacancy for a community member on the committee. The Chair advised that interviews were recently undertaken with 5 applicants who submitted an expression of interest. The new member will be decided once deliberations are complete with the Clinical Governance Directorate and the Board will be notified in due course.

Ms Weir advised Mr Ken Hampson, Director Clinical Governance will be retiring at the end of May and the recruitment process for this position will commence soon.

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 21 December 2022, 25 January 2023 and 15 February 2023.

Mr Michael Carter spoke to the F&PC minutes and provided an overview of the LHD budget challenges.

Premium medical workforce continues to be a concern and have risen substantially since last year, however, nursing agency costs remain the greatest concern to the LHD.

Mr Michael Carter advised that negotiations between the District, MOH and Nursing Agencies continue, with the view to ensuring a more financially reasonable contract moving forward. The LHD is now responsible for arranging the accommodation component for HCA agency staff.

Overseas recruitment has been successful with over 60 applicants with anticipation of more as the year progresses.

The Board acknowledged Mr Brett Skinner, Director Finance and Mr Peter Clarke, Associate Director Financial Services for the excellent work they have undertaken in keeping the board informed and up to date on the current financial and workforce challenges. The Board Chair indicated that the Board feels invested and are keen to remain well informed and monitor the evolving situation regularly through the ELT.

A brief discussion followed on the timely distribution of the MOH Quarterly Performance meeting minutes. The acting CE indicated she will follow up with the MOH on how this process works.

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 8 December 2022 and 9 February 2023.

In Dr Arthur's absence, Ms Weir provided an update on the recent re-appointments and resignations across the District.

Responding to a query, Dr White provided an update on the Clinical Scope of Practice process.

The Board noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee Special Finance (ARC) – 7 December 2022.

Dr Griffin provided an update on the ARC meeting.

Mr Mark McCoy, Chair ARC has requested a report on the Top 10 Risks at the TVH which will be tabled at the next ARC meeting.

Dr Griffin spoke on the presentation that Mr Matt Long, Director Corporate Service did on the major risks in the Directorate with cyber security risks being a major one.

The role of an observer in committees was mentioned and Ms Weir, at the request of the Board Chair will discuss this process further with the ARC Chair.

The Board noted the unconfirmed ARC minutes.

5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – to be advised.

5.2.6 Community Partnership Advisory Council (CPAC) – 5 December 2022 and 6 February 2023.

Mr May spoke to the information in the minutes. He provided an update on the volunteer program across the LHD.

A brief overview was provided on the recent 2022 CPAC and CAG members survey.

As a Byron CAG initiative, the Board was shown the High Needs video. This was as a

result of consumers sharing their story of navigating the health system and will be used for student and staff education.

Mr George and Mr Monaghan both agreed that CPAC is a very worthwhile, successful committee and the level of community engagement is of value to the LHD.

The Committee noted the unconfirmed CPAC minutes.

5.2.7 Research and Innovation Committee (RIC) – 1 February 2023.

Professor Nancarrow provided an overview of the minutes.

Professor Nancarrow spoke of the excellent and high-level of work that is produced from the small team in the LHD Research Unit.

A brief overview was provided on the recent Nursing and Midwifery Symposium which was attended by over 200 people and was a great success.

Professor Nancarrow spoke briefly on the great work led by Ms Zoe Michaleff, Research Operations Manager, in developing the Rural Research Collaborative Learning Network. This brings together health services across NSW and QLD to develop a research education and training calendar.

The Board noted the unconfirmed RIC minutes.

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

Nil for this meeting

6.1 Major correspondence

Nil major correspondence

6.2 NNSWLHD Seal

There were no items requiring the NNSWLHD Seal to be applied.

6.3 Calendar

6.3.1 Chairman's Calendar

The Board noted the Chairman's Calendar.

6.3.2 Updated Board Calendar

The Board noted the updated Board Calendar.

6.4 Other matters for noting

6.4.1 Report on the Impacts of Climate Change on Health in NNSWLHD

Please refer to Item 3.4

6.4.2 Quarterly Consumer Feedback Report

The Board noted the information in the Quarterly Consumer Feedback Report.

6.4.3 Populations Projections

Referring to the information in the brief, a discussion followed on the data around the

population projection trends for the District with particular attention to the Clarence Valley.

The Board noted the information in the brief.

6.5 Business without notice:

- The Chair provided a brief update on the recent Council of Board Chairs meeting with the NSW Health Secretary.
- The Chair spoke briefly on the CE recruitment process and provided an update on the progress so far.

A discussion ensued around the healthcare services at Balund-a Corrective Services.

ACTION:

Ms Weir and Mr Scott Monaghan to draft a joint letter on behalf of the LHD and Bulgarr Ngaru Medical Aboriginal Corporation to Justice Health/NSW Corrective Services regarding health care funding for Balund-a Corrective Services.

7. Meeting Finalisation

Mr Michael Carter provided a critique of the meeting.

7.1 Next Meeting

29 March 2023

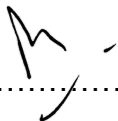
Grafton Base Hospital

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 12.55pm

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

Signed



Date 29 March 2023

Mr Peter Carter
Chair

Northern NSW Local Health District Board