
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 not required.

2.1 PRESENT AND APOLOGIES:

Board Members:

Mr Peter Carter (Chair), Mr Scott Monaghan, Dr Andrew White, Dr John Griffin,
Mr Michael Carter, Dr Alasdair Arthur, Ms Carolyn Byrne, Dr Cathy Adams, Mr Pat Grier
Ms Naree Hancock, Mr Thomas George

Via Microsoft Teams:

Nil for this meeting

Apologies:

Professor Susan Nancarrow, Mr Ged May

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:

Dr Richard Buss, Director Workforce

2.2 Declaration of Pecuniary and/or Conflicts of Interest:

There were no new declarations of pecuniary and/or Conflicts of Interest to declare.

2.3 Previous Minutes:

2.3.1 The Minutes of the Board Meeting held on 29 March 2023 as circulated were
ENDORSED as a true and accurate record:

Moved: Dr Cathy Adams

Seconded: Mr Michael Carter

CARRIED

2.3.2 Business Arising from the minutes:

2.3.2.1 Ms Weir to provide data regarding the retention of staff, reasons for leaving and the number of staff completing exit interviews to the 26 April 2023 Board meeting.

The Board welcomed Dr Buss to the meeting. Dr Buss provided a brief overview of the NNSWLHD Workforce Update – Risks and Strategies presentation.

Referring to the NNSWLHD Strategic Workforce Plan 2019-2024, Dr Buss indicated this was written before COVID, floods and global workforce challenges. Work to rewrite the plan will commence later this year and whilst the priorities in the plan are very sound,

outward pressures will need to be taken into consideration when rewriting the new plan.

Dr Buss spoke on the challenges regarding the workforce shortages in selected medical, nursing, allied health, administrative and other staff roles. This is not only local concern, but at a global level as well.

There is an increase in costs with nurse agency use which causes budget overspend for the same staffing levels. Some of the outward pressures causing this include:

- Worldwide shortage of health professionals
- COVID pandemic
- Natural disasters – floods
- Awards and competitive environment
- Proximity to QLD Border
- Branding and Image of Health
- Staff wanting to go part time

An overview was provided on the current workforce and vacancy rates across the LHD footprint. Dr Buss spoke on the challenges in recruiting staff to the area due to some mindsets in relation to the floods. Work continues in promoting the area to potential candidates and that Lismore is open for business.

Dr Buss presented several draft advertisements and logos that will start to roll out across various platforms shortly that also promote a work/life balance.

An update was provided on the overseas recruitment campaign for staff. Approximately 58 from the first round of recruitment are currently finalising visa applications. The latest recruitment has over 120 who have been given an interim offer. Work continues with the immigration process to ensure an effective flow through progression for staff.

Accommodation challenges remain across the District and work is underway in securing appropriate housing for newly recruited staff.

A brief discussion followed on award discrepancies with Queensland Health and the difficulties in securing staff on the border due to higher pay rates in Queensland.

Exit interviews are voluntary and not undertaken by many staff. The results indicate that most staff are leaving the organisation to advance their careers. Dr Buss spoke on the challenges in competing with private industry pay scales and flexible work practices. A brief overview was provided on other exit interview.

An update was provided on the Centralised Recruitment Unit which has resulted in a marked improvement in the timeframes to recruit and onboard new staff members.

Dr White thanked Dr Buss for approaching the workforce challenges from many different angles and queried the work being undertaken to improve the retention of staff. Dr Buss spoke on the possibility of discussing any concerns and asking for feedback from staff during pivotal moments including the end of the probation period and during performance appraisals.

Mr George spoke on the need for wider stakeholders to promote Lismore post-flood. Ms Weir advised work is currently underway both from an LHD perspective and in conjunction with various stakeholders in the area.

Responding to a query regarding the cross-border workforce recruitment and retention concerns, Ms Weir informed the Board of the strategies in place to help alleviate this pressure.

A discussion ensued on flexible work practices in nurse rostering. Ms Weir advised further information regarding this will be provided to the Board on the 28 June 2023 Board meeting.

ACTION:

Ms Weir to provide further information on the LHDs flexible work practices for nursing staff to the 28 June 2023 Board meeting.

The Board thanked Dr Buss for his informative presentation.

2.3.2.2 Ms Weir to organise a meeting including Dr Davies, Dr White, Professor Nancarrow and the Board Chair to discuss the strategic issues raised today by Dr Davies.

Ms Weir provided a brief update on her recent meeting which was well received by those in attendance.

2.3.3 Other Matters Arising from the minutes

Nil for this meeting.

3. Matters for Decision

3.1 NNSWLHD Delegations Manual amendment.

The Board noted the information in the brief regarding the amendments to approve a new approval process for changes to the staff delegations.

The Board **APPROVED** the NNSWLHD Delegations Manual amendments.

4. Board Strategic Priorities

4.1 Workforce and Culture – refer to Item 2.3.2.1.

4.2 Patient Flow - refer to Item 5.1 CE Report.

4.3 Environmental Sustainability and Healthcare – provided at 29 March Board meeting.

4.4 Aboriginal Health – provided at 29 March Board 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

• **Meetings** –

- Chief Executives have been invited to meet with Minister Park, the Minister for Health and Regional Health to discuss challenges and opportunities facing the LHDs.

- Lismore City Council General Manager and Head of Investment and Growth met with LHD to discuss marketing opportunities for Lismore city. Work continues to engage relevant stakeholders across the Lismore Local Government Area (LGA) to promote the city in order to recruit and retain staff for all industries across the LGA footprint.

- **Staff and Community Engagement** – Recommencing 2nd monthly staff forums soon as well as quarterly CAG/CPAC health forums.
- **Nursing Recruitment** – Overseas campaign to recruit nursing staff is underway with second round of interviews 17-21 April 2023.
- **COVID** – The COVID risk rating remains at Yellow Status. NSW will transition to pathology referral model for COVID PCR testing.
- **Patient Flow Unit** - now fully operational. Ms Weir provided an update on the success of the unit so far.

5.1.2 Update on Strategic Issues

- Nil for this meeting

5.1.3 Matters for Approval

- NNSWLHD Brand Framework – the Board noted the new Brand Framework for NNSWLHD to guide staff in designing LHD resources using compliant branding, logos and writing style.

5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during March 2023 NNSWLHD did not meet the ETP target of 50% (admitted) with a result of 28.5%.
- Elective Surgery Access Performance during March 2023 was Category 1 95% against a target of 100%, Category 2 64% against a target of 97% and Category 3 was 63% against a target of 97%.
- Elective Surgery overdue numbers for March 2023 were Category 1 – 0, Category 2 – 429, Category 3 – 627.
- Triage – NNSWLHD met triage Category 1 target, Category 2 March 2023 result was 76% with a target of 95% and Category 3 result was 73% against a target of 85%.
- Transfer of Care target for March 2023 was 90% with a result of 78%.

5.1.5 Security, Risk and Compliance Update

- An update was provided on the Safety and Security Improvement Unit Compliance Audit Program.

5.1.6 Governance Update

- The Board noted the Quarterly Board Report: October – December 2022.

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

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- Nil for this meeting

5.1.10 Important Meetings/ Diary Commitments

- NNSWLHD Quality Awards 21 June 2023. Invite to be sent closer to date.
- Save the Date - 13 July 2023, all day workshop with ELT and Tier 3 Managers.

5.1.11 Questions for the Chief Executive without Notice

- Ms Weir provided an update on the elective surgery across the LHD.
- A brief discussion followed on the data for COVID and Influenza and the impact this has on workforce. Ms Weir provided a brief update on the Winter Strategy for 2023.
- Following a query on the Quarterly Board Report, Ms Weir advised she will provide further information regarding the data for Grafton Base Hospital Acquired Complications and Mental Health Consumer Experience via the CE report to the 31 May 2023 Board meeting.

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) – 11 April 2023.

Mr Peter Carter provided a brief update on the information in the minutes. He advised there is now opportunity for escalation of matters to and from the Environmental Sustainability and Healthcare Working Party. Accordingly, he had referred the report of the Sax Institute into the health impacts of climate change to the Director of Mental Health, Alcohol and Other Drugs in view of the impacts climate change appears to be having on mental health.

The Board noted the unconfirmed HCQC minutes.

5.2.2 Finance and Performance Committee (F&PC) – 19 April 2023.

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

Premium Nurse Agency costs are expected to decrease in May and June.

The District will commence focusing on the 2023/24 budget and Service Agreement. The Finance Directorate will start to prepare the budget scenario based on the funds available this year.

A lengthy discussion followed on budget projections. The development of efficiency improvement plans continue across the District with a view to addressing the budget shortfall. It was noted that due to the change of Government, the LHD budgets are not anticipated to be delivered until September.

The Board noted the unconfirmed F&PC minutes.

5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 13 April 2023.

Dr Arthur provided a brief overview of the recent resignations and appointments across the LHD.

The Board noted the unconfirmed MDAAC minutes.

5.2.4 Audit and Risk Committee Special Finance (ARC) – 20 April 2023.

The Board noted the ARC minutes will be submitted to the 31 May 2023 Board meeting.

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

5.2.6 Community Partnership Advisory Council (CPAC) – 3 April 2023.

In Ged's absence, Mr George provided a brief update on the meeting, commenting on the importance of returning face to face meetings soon. Mr George reiterated this is an engaging meeting for the community to be kept well informed and have their say.

The Board noted Ms Deb Monaghan has stepped down as CPAC Chair. Ms Weir will discuss a possible replacement with the Board Chair and Mr Ged May.

The Board noted the CPAC minutes.

5.2.7 Research and Innovation Committee (RIC) – 5 April 2023.

In Professor Nancarrow's absence, the Board noted the minutes. Professor Nancarrow will discuss proposed escalated matters at next months meeting.

The Board **APPROVED** the amended Terms of Reference TOR for the Research and Innovation Committee.

The Board noted the 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 Chair's Calendar

The Board noted the Chair's Calendar.

6.3.2 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

- The Board Chair provided an update on the recruitment for a new CE.
- Ms Weir reported on the recruitment progress for the Tweed Valley Hospital.
- A brief discussion followed on the health services of Bulund-a Correctional Facility. Ms

MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 26 APRIL 2023 COMMENCING AT 9.00am BALLINA BYRON ISLANDER RESORT, 1 RONAN PL, BALLINA

Weir advised a meeting will be scheduled with Ms Kirsty Glanville, Director Aboriginal Health and Mr Scott Monaghan.

7. Meeting Finalisation

Mr Monaghan provided a critique of the meeting.

7.1 Next Meeting

31 May 2023

Crawford House, Lismore

7.2 Meeting closed

There being no further official business, the Chair declared the meeting closed at 11.55am

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

Signed  Date 06/06/23

Mr Peter Carter
Chair
Northern NSW Local Health District Board

Board Development: Update by individual Board members

As an action from the NNSWLHD Board Development Plan, Dr John Griffin and Mr Michael Carter provided a brief overview on their professional background and the strengths they bring to the Board.