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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**

As no In-camera session was required, the Board viewed the educational video on the management of disability patients.

Mr Jones gave a brief prelude to the short video that has been developed by NNSW and Mid-North Coast LHD's. The video was developed following a complaint by the patient's mother about the care that was provided to her son Brett, who is disabled. The patient's family were instrumental in the production of the video which they see as an educational opportunity for clinicians and staff.

A formal launch with the media and the family will occur in March and then the video will be used for orientation of all new staff and by the Clinical Nurse Educators across all the NNSW LHD facilities.

**2.1 PRESENT AND APOLOGIES:**

Dr Brian Pezzutti, (Chair), Mr David Frazer, Mr Mark Humphries, Dr Joe Ogg, Dr Allan Tyson  
Dr John Griffin, Ms Carolyn Byrne, Ms Deb Monaghan, Mr Michael Carter, Mr Pat Grier,  
Professor Susan Nancarrow, Dr John Moran

**For part of meeting**

Dr David Hutton, Director, Clinical Governance

Mr Ian McLeish, Acting General Manager Mental Health, Drug and Alcohol and Stream Services

Dr Richard Buss, Director, Workforce

Mr Matt Long, Director, Corporate Services

Ms Lynne Weir, Director, Clinical Operations

Ms Katharine Duffy, Director, Nursing Midwifery and Aboriginal Health

Ms Vicki Rose, Director, Integrated Care and Allied Services

**Via videoconference:**

No videoconference facilities available.

**Via teleconference**

No teleconference facilities available

**In Attendance:** Mr Wayne Jones (Chief Executive)  
Ms Jennifer Cleaver (Secretariat)  
Ms Kate Greenwood (Secretariat)  
Mr Dennis Pfitzner (for presentation only)

**Apologies:** Mr Brett Skinner, Director of Finance

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

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Professor Susan Nancarrow declared a conflict of interest regarding the zoning for the new The Tweed Valley Hospital, as she is acquainted with a party involved in the potential re-zoning process.

### **2.3 Previous Minutes:**

- 2.3.1** The Minutes of the Board Meeting held on 29 November 2017 as circulated were ENDORSED as a true and accurate record of the meeting with the following changes:
- Page 11, Item 5.2.1 Paragraph 1 Health Care Quality Committee (HCQC) – 10 October 2017 to read 14 November 2017.
  - Page 12 Paragraph 2 to now read, “The Chair expressed concerns around the formatting and the accuracy of the Australian Council on Healthcare Standards (ACHS) document and asked Ms Carrie Marr, Chief Executive Clinical Excellence Commission to review the document and progress as required.

Moved: Dr John Moran  
Seconded: Mr David Frazer  
CARRIED

- 2.3.1.1** The Minutes of the NNSW LHD AGM held on 13 December 2017 as circulated were ENDORSED as a true and accurate record of the meeting with an amendment to Page 4, paragraph 4 to now read:  
Hospital acquired complications in 2016-17, Per 1,000 separations: NSW = 37.3  
Northern NSW = 24.7

Moved: David Frazer  
Seconded: Mark Humphries  
CARRIED

### **2.3.2 Business Arising from the Minutes:**

- 2.3.2.1 Mr Jones is to discuss options with Ms Lynne Weir, Director of Clinical Operations on strategies to manage patients who may be abusive to staff when queried about smoking outside hospital facilities.**

Mr Jones referred to the CE Report Item 5.1.9 where he outlined actions taken to remind managers that the LHD does not tolerate abuse of staff from patients and/or visitors. Should situations of this nature continue to occur, management are to meet and council/warn patients that repeated incidents of abuse of staff could lead to further remedial actions.

Mr Jones also advised that the Ministry of Health has received advice from the NSW Nurses and Midwives Association following an incident at Box Hill in Victoria, emphasising that nursing staff will not be policing smoking as this was the remit of designated security officers.

**Dr Hutton is to seek input from the Health Care Quality Committee on the potential to categorise complaints and to provide feedback to the Board in due course.**

The Board noted that Dr Hutton will provide feedback from the Health Care Quality Committee on the potential to categorise complaints data to the 28 March 2018 Board meeting.

**ACTION: Dr Hutton is to seek input from the Health Care Quality Committee on the potential to categorise complaints and to provide feedback to the 28 March 2018 Board meeting**

**2.3.2.2 Mr Jones is to provide an updated report on NSW LHD ETP and activity concerning the new strategies that are being implemented to improve LBH ETP figures for the two-month period between November – December to the 31 January 2018 Board Meeting.**

The Chair acknowledged Mr Jones request to defer the brief and updated report on NSW LHD ETP and activity strategies that are being implemented to improve LBH ETP performance until the 28 March 2018 Board meeting.

**ACTION:**

**Mr Jones is to provide an updated report on NSW LHD ETP and activity concerning the new strategies that are being implemented to improve LBH ETP performance to the 28 March 2018 Board Meeting.**

**2.3.2.3 Mr Jones is to provide a further report on Mental Health patients staying in ED longer than 24 hours taking into account postcode and diagnosis analysis to 31 January 2018**

Mr David Frazer spoke to the information contained in the report. Mr Frazer advised that further research is being undertaken and suggested that he provide a report to a future Board meeting due to the relevant staff member being placed on other duties and the information not currently being available.

Mr Jones noted that as this issue has been raised on previous occasions he will seek the advice of the MOH representative at the Performance meeting on 9 February 2018 on whether they would consider partnering with NNSWLHD to review the activity data to gain an understanding of why the NSW LHD is seeing such a large increase in Mental Health patients.

**2.3.2.4 Mr Jones is to provide an updated brief from Mr Matt Long, Director of Corporate Services on the management of volume storage of data for echo cardiographic records to the 28 February 2018 Board Meeting for consideration.**

The Board noted that Mr Matt Long, Director of Corporate Services will provide a brief on the management of volume storage of data for echo cardiographic records to the 28 February 2018 Board meeting.

**ACTION:**

**Mr Jones is to provide an updated brief from Mr Matt Long, Director of Corporate Services on the management of volume storage of data for echo cardiographic records to the 28 February 2018 Board Meeting for consideration.**

**Mr Jones and Ms Lynne Weir to submit a report to the 28 February 2018 Board meeting on a framework surrounding operational roles and other avenues for issues to be addressed before being raised to the Board.**

The Board noted that Ms Lynne Weir, Director of Clinical Operations will submit a report to the 28 February 2018 on a framework surrounding operational roles and other issues to be addressed before being raised to the Board.

**ACTION:**

**Mr Jones and Ms Lynne Weir to submit a report to the 28 February 2018 Board meeting on a framework surrounding operational roles and other avenues for issues to be addressed before being raised to the Board.**

- 2.3.2.5 Mr Jones is to invite Mr Dennis Pfitzner, Cultural and Well-being Manager to present the Cultural and Well-being Plan to the 31 January 2018 Board Meeting.** Mr Pfitzner provided a verbal summary of how he is progressing the development of a Culture and Wellbeing Plan for NNSW LHD. Mr Pfitzner advised that in developing the plan he has visited all LHD sites and discussed organisational culture within the LHD with many staff. Mr Pfitzner acknowledged the support and input from Mr Pat Grier, Board Member in the development of the Cultural and Wellbeing Plan.

Some of the observations by Mr Pfitzner included the potential to turn around some signage communication messages across the LHD and giving a positive message in place of current negative messaging, core orientation is undertaken differently across the LHD and he suggested that orientation needs to be standardised across the LHD to deliver a consistent set of messages. Dennis also proposed better use of our systems including the new Recruitment On Boarding (RBO) system to find out why people apply for positions in the LHD and why they exit the organisation.

People Matter survey participation is extremely low with most responses coming from Management and does not seem to reflect entirely the status quo of workforce engagement and contentment. Consideration could be given to how these surveys are distributed across the LHD to obtain better engagement.

Mr Pfitzner recognised that managers are enablers across many large organisations and the LHD needs to equip our managers with the skills to engage our workforce and to give them a voice in how the organisation operates.

It is proposed to commence an annual roadshow with the Chief Executive and members of the Executive Leadership Team outlining what the LHD is doing well, where improvements can be made and where the focus will be moving forward.

The Chair sought feedback from the Board and Executive. The following comments were made:

- There has been more feedback and greater engagement recently. However, the impact of the busy winter is still being felt by staff and may take some time to recover.
- The attendance levels of between 80-90 at the Risk Forum held at Ballina on 30 January 2018 was a positive example of a culture shift as usually only 30-40 attend.
- There has been positive feedback regarding the change in the management structure with some manager and staff being excited yet nervous to see how the changes will affect them. Changes in delegation will take some time to get used to but overall it has been a positive response.
- The importance of staff being involved in decision-making, transparency in engagement and staff taking ownership of their role within their LHD will enable a positive shift in culture within the NSW LHD.
- The importance of the staff being able to influence their own work-life balance was emphasised.
- A shift in culture will gain traction far quicker than anticipated.
- A monthly "snap shot" report on the progress of the steering committee to be provided to the Finance and Performance Committee
- The importance of design and the impact on staff culture when designing new builds.
- A request was made to the Research Board Sub-Committee to consider a research project to track the impact of the proposed strategies.

The Chair thanked Mr Pfitzner for his presentation and acknowledged Mr Jones for supporting this important position within the LHD.

**ACTION:**

**Mr Jones is to request Dr Richard Buss, Director of Workforce to provide a report on progress being made on the development of NSW LHD Cultural and Well-being Plan against the KPI's to the 28 March 2018 Board Meeting.**

**2.3.2.6 Mr Jones is to submit an updated Terms of Reference for the NSW LHD Research Board Sub-Committee to include education to the 31 January 2018 Board Meeting for consideration.**

Dr Hutton spoke to the information contained in the brief and suggested that Research Committee Terms of Reference should be considered by the Research Committee prior to being endorsed by the Board.

Mr Jones proposed that education is not included in the Research Committee Terms of Reference at this stage as the initial focus needs to be on research across the LHD.

The Board requested that Dr Alex Stephens, Director of Research attend the 28 March 2018 Board meeting.

**ACTION:**

**Dr Alex Stephens, Director of Research will to attend the 28 March 2018 Board meeting and present on his role as the Director of Research.**

- 2.3.2.7 Dr David Hutton is to provide a presentation to the 31 January 2018 Board Meeting on “Measurement for Quality Improvement for Board Members and Executives” released by the Clinical Excellence Commission.**

The Board noted, due to time constraints that Dr Hutton will provide a presentation to the 28 February 2018 Board Meeting on “Measurement for Quality Improvement for Board Members and Executives.

**ACTION:**

**Dr David Hutton is to provide a presentation to the 28 February 2018 Board Meeting on “Measurement for Quality Improvement for Board Members and Executives” released by the Clinical Excellence Commission.**

- 2.3.2.8 Mr Jones is to request Ms Janne Boot, Director of Workforce to establish a process that will evaluate the satisfaction level of the Employee Assistance Program and provide feedback to the Board in due course.**

The Board noted the information contained in the brief and the Chair expressed his concern regarding the difficulty surrounding measuring the EAP’s effectiveness.

Ms Byrne reiterated her position of not supporting the collecting of data from the EAP due to privacy concerns. Mr Jones explained the potential negative impact if a survey was to take place.

**ACTION:**

**Mr Wayne Jones is to request Dr Richard Buss, Director of Workforce to provide a report containing the information that is readily available regarding statistics around the EAP to the 28 February 2018 Board meeting.**

- 2.3.2.9 Mr Wayne Jones and Ms Lynne Weir are to follow-up with Health Infrastructure on where the Open Disclosure process concerning the LBH Maternity pod incident is up to.**

Mr Jones reported that having spoken directly to Mr Sam Sangster, Chief Executive Health Infrastructure, he has agreed to participate in an Open Disclosure meeting with staff concerning the LBH pod incident. The Chair requested that Dr Chris Ingall from LBH Medical Staff Council should be invited to attend and that he and Mr Jones will also attend the meeting.

- 2.3.2.10 Mr Mark Humphries to draft a letter for the Board Chair’s signature thanking Mr Peter Clark for Acting in the role of Director, Finance and for his commitment to the LHD over many years.**

The Board noted the letter dated 11 December 2017, sent to Mr Peter Clark thanking him for his commitment to the LHD while Acting in the role of Director of Finance.

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**Minutes of 13 December 2017 NNSW LHD AGM**

**AGM1 - Letters sent to NSW Fire Department and NSW Ambulance to organise meeting with NNSW LHD regarding First Responders in the Coraki Community in response to petition tabled at the NNSW LHD AGM.**

The Board noted the letters dated 18 December 2017 that were forward to the NSW Fire Department and NSW Ambulance to arrange a meeting concerning the identification of First Responders in the Coraki Community following a petition by the Coraki community that was tabled at the NNSW LHD AGM.

The Chair commended Mr Jones on his efforts to resolve this matter by engaging the respective organisations.

**2.3.3 Other Matters Arising from the Minutes**

**Item 5.2.8 Medical Staff Executive Council (MSEC) - 29 November 2017 Board meeting minutes.**

Following a query by the Board Chair on the status on the MSEC, Mr Jones explained that the LHD has been working with all MSC's across the LHD to develop a functional MSEC without success. Mr Jones advised that Dr Chris Ingall, LBH Medical Staff Council is following up with other Medical Staff Council's across the LHD to develop a working model for MSEC. Mr Jones will provide feedback to the Board following the advice from Dr Ingall.

**Minutes of 13 December 2017 NNSW LHD AGM**

The Chair requested that a copy of the NNSW LHD AGM minutes is forwarded to the Hon. Brad Hazzard MP, Minister for Health as it outlines the good work being undertaken by clinicians and staff across the LHD.

**ACTION:**

**Mr Jones is to forward a copy of the 13 December 2017 NNSW LHD AGM minutes to the Hon. Brad Hazzard MP, Minister for Health.**

**3. Matters for Decision**

**3.1 Endorsement of NNSW LHD Top 10 Risks on Risk Register & Risk Management KPI Report**

Mr Frazer referred to the information contained in the brief and advised that as there had been a meeting to discuss the Risk Register in Ballina on 30 January 2018, there was no need to discuss every item on the register as changes have been made which will be in the next Register. However, he gave a brief overview of the following items:

- Child protection will remain a risk for the LHD but not included in the top 10 risks due the good work that has been undertaken by the Child Protection Team.
- Workforce has been added to the risk register and in addition to standard risks around Workforce Corporate Systems including management of personnel and corporate records have also been added to the register.

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Dr Hutton indicated that following additional work to be undertaken to make the necessary changes to the Risk Register, the document will be considered by the Executive prior to being submitted to the 28 March Board meeting.

The Board endorsed the Risk Register.

Moved: Dr Allan Tyson

Seconded: Ms Deb Monaghan

CARRIED

#### **4. Chairman's Update**

##### **4.1 Chairman's Calendar**

The Chair referred to the Essentials of Care Forum being held in Sydney on 24 May 2018 and asked Ms Carolyn Byrne to attend to represent the Board.

#### **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 to the Board, which included:

##### **5.1.1 Current and Significant Issues**

- Clinician Engagement - Several staff forums were held including NNSW LHD Sexual Health Service and Richmond/Clarence Sexual Assault Service. Mr Jones attended meetings across the LHD with various clinicians to discuss matters on Workforce, Nursing and Educational programs.
- The Board noted the resignation of Dr Vahid Saberi, Chief Executive, North Coast Primary Health Network. Ms Sharyn Whyte will be A/Chief Executive pending recruitment of Dr Saberi's replacement.
- The Tweed Valley Hospital Site selection process is still underway to determine the preferred site for the greenfield development. Some challenges have delayed the formal announcement, however after due diligence it is anticipated an announcement will be made in coming weeks.
- Westpac Rescue Helicopter Service (WRHS) suspended operations to the TTH on the 19 December 2017 following concerns raised by a nearby resident over damage to a fence allegedly cause by the helicopter. In the interim, retrievals were performed at the Gold Coast Airport. Following a meeting with the WRHS, it was agreed minor works were to be undertaken on the site and once complete TTH helipad will re-open.
- The report into the Review of seclusion, restraint and observation of consumers with a mental illness in NSW Health Facilities was released on the 18 December 2017. The report contains 19 recommendations that the Ministry of Health will respond to in March 2018. Anticipating that the MOH will accept all 19 recommendations, a senior NNSW LHD staff



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member has been released to review the impact of all the recommendations on NNSW LHD services/facilities and to prepare a report for the Executive's consideration.

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

Mr Dennis Pfitzner, Manager Culture and Well-being gave a presentation on the proposed NNSW LHD Cultural and Well-being "Steps and Strategies". Refer 2.3.5

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

Following the endorsement of the Cultural and Well-being "Steps and Strategies", the Chief Executive Operational and Strategic Plan Roadshow will commence.

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

There were no matters for approval.

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

- The Board noted that the results for Emergency Treatment Performance (ETP) during December 2017 was 81.4% against the target of 81%.
- Elective Surgery Access Performance (ESAP) targets were met during December 2017. The results were as follows: Category 1, 100% against a target of 100%, Category 2, 99.7% against a target of 97% and Category 3 was 97.54% against a target of 97%
- NNSW LHD met all Triage targets. Triage categories 2,4, & 5 performances were below the December 2016 results.
- The Transfer of Care results during December 2017 were 91%, exceeding the target of 90%
- Overdue surgical volume by the end of December 2017 was reduced to seven patients: five orthopaedic at LBH and 2 ENT cases at TTH. All cases have provisional admission dates assigned.

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

Refer Agenda Item 3.1

#### **5.1.7 Governance Update**

The first 2018 Performance Review meeting with the Ministry of Health will be held on 9 February 2018 at The Tweed Hospital and Ms Susan Pearce, Deputy-Secretary, System Purchasing and Performance and members of her staff will attend in person.

#### **5.1.8 Capital Works/Planning Projects**

- "Old" Byron Bay Hospital site – NNSW LHD still advocating through the MOH for a commercial sale of the "old" site. Recent reports in the media have indicated that approval to extend the period of community consultation by six months has been given and that will defer a final decision on disposal of the site until mid-late 2018.
- Conference Centre on Campbell Hospital Coraki site – Negotiations continue between MOH, NNSW LHD and Richmond Valley Council to find a way forward allowing the Council to purchase the Coraki Conference Centre and under a peppercorn arrangement, lease back to the Golf Club.

- The Tweed Hospital holding works – following the conclusion of the Value Management consultation with clinicians and staff, an agreed scope of works will be presented to the Executive Steering Committee for consideration. Following some discussion, the full scope of works has been endorsed. A communication plan is being finalised to communicate the holding works to key stakeholders, including clinicians, staff and the community.

Dr Moran raised concern about the cost of the holding works in light of the fact that a new hospital is being planned. Mr Jones responded that the new hospital is still quite some time away, requiring the above mentioned scope of works to be undertaken at the hospital.

- Provision of Surgical Services at Bryon Central Hospital. Following a protracted tender process to establish privately operated surgical services at the grounds of Bryon Central Hospital, the sole tender submission was not compliant with the specifications outlined and therefore not progressed by the Tender Evaluation Committee. There was a dissenting view expressed by the community representative on the Tender Evaluation Committee who proposed that the required capital funds be sought from the MOH. The majority of the committee did not support this action.

#### **5.1.9 Matters for Noting**

Business Arising Item 2.3.2.1

Mr Jones outlined the actions taken to remind managers that the LHD does not tolerate abuse of staff from patients and/or visitors. Should situations of this continue to occur, management are to meet and council/warn patients that repeat incident of abuse of staff could lead to further remedial actions.

Business Arising Item 2.3.2.2

Dr Christopher Gavaghan, Director of LBH Emergency has submitted his resignation effective in March 2018. Ms Lynne Weir and Mr Jones are reviewing management structures/models in consultation with other key stakeholders that would support improved ETP performance at LBH.

Business Arising Item 2.3.2.9

Mr Sam Sangster, Chief Executive Health Infrastructure, has agreed to participate in an Open Disclosure meeting with LBH staff regarding the LBH pod incident.

- Retirement of Ms Maureen Lane  
After 48 years of services to NSW Health, Ms Maureen Lane has decided to retire in early February 2018 from her current position of Director of Planning and Performance. An afternoon tea is scheduled for 13 February 2018 at 2pm in Crawford House Lismore.

#### **ACTION:**

**Letter of thanks to be written to Ms Maureen Lane, Director of Planning and Performance in recognition of 48 years of service to the NNSW LHD.**

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

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The NSW LHD Performance Review meeting with the MOH is scheduled for 9 February 2018 at 9.30am at TTH.

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

The Chair was pleased to note changes to the Surgical Dashboard now include Dental procedures.

The Board noted the importance of having current data available to be able to gain a better understanding of activity. The Board Chair indicated that he will raise this matter at the Council of Board Chair's meeting.

The Board noted the awarding of Public Service Medals to Mr Robert Lagaida, Ms Cathryn Cox and Dr Karin Lines and requested letters of congratulations be drafted for his signature.

#### **ACTION:**

**Letters of congratulations are to be drafted for the Board Chair's signature to Mr Robert Lagaida, Ms Cathryn Cox and Dr Karin Lines on the awarding of Public Service Medals.**

Dr Tyson queried the progress being made on the Grafton Base Hospital Ambulatory Care Unit. Mr Jones advised that the Business Case has been finalised including the Financial Impact Statement that will now be progressed through Treasury. Once approved by Treasury, Health Infrastructure will formally take over the responsibility of the development.

Mr Frazer queried whether NSW LHD will receive any funds from the \$20 million that has been allocated following the Mental Health Review. Mr Jones responded that the announcement of the funding had included funding that related to previous announcements concerning peer-workers of which the LHD has already received funding. Mr Jones reassured the Board that he will be strongly advocating for the LHD in relation to this funding.

Professor Nancarrow suggested that the Board be advised of any potentially contentious media releases. Mr Jones explained that his office manages multiple media related issues on a daily basis and that he did not see value in providing all of these to the Board but agreed that he would forward those he considered of value to the Board to members.

Dr Ogg inquired when the Infectious Disease Physician position was advertised. Mr Jones advised that the position had been advertised previously and a person was recruited on a short term basis. Dr Katherine Willis-Sullivan, Richmond Director of Medical Services has been progressing recruitment and has recently made an offer of a full time position that will start in early February 2018.

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) – 12 December 2017**

Dr Ogg, Chair, HCQC provided a verbal report of the HCQC Meeting held on 12 December 2017.

Dr Ogg expressed his disappointment with the results of the Rapid Response Audit and advised this has been discussed extensively at HCQC meetings. However, there seems to be no traction as displayed in the data. Dr Ogg stated there needs to be a more sophisticated assessment outlining the barriers as to why this is happening.

Ms Byrne referred to work being undertaken by Mr Ryan Armstrong, Nurse Unit Manager on the implementation of a program with a particular ward that may assist the reporting of Rapid Responses

Dr Hutton confirmed that Mr Armstrong is scheduled to attend the HCQC meeting in February 2018.

Mr Jones noted that although Mr Armstrong is presenting to the HCQC, the LHD will also manage the reporting of Rapid Response calls as part of a performance reviews with site management and Ms Weir will be requested to provide a brief on the current procedures around Deteriorating Patients for 28 February 2018 Board meeting.

#### **ACTION:**

**Mr Jones is to request Ms Lynne Weir, Director of Clinical Operations to provide a brief on the current procedures around Deteriorating Patients for 28 February 2018 Board meeting.**

Professor Nancarrow left the meeting.

Dr Ogg spoke of the importance of bedside observations being made accurately and whether this needed to be followed up with tertiary educators as it is a joint responsibility of the educators and the LHD to ensure the nurses are given clear guidelines and procedures for bedside observations.

Dr Ogg referred to the new set of National Safety and Quality Health Care Standards noting it has some broad-based standards around communication.

The Board noted the HCQC Meeting Minutes of 12 December 2017.

### **5.2.2 Finance and Performance Committee (F&PC) –**

Mr Humphries provided a summary of reports of the NSW LHD Finance and Performance for the months ending November and December 2017.

Mr Humphries noted the following results being General Funds YTD \$0.015M unfavourable, with a forecast of \$0.0M favourable. It was noted that winter activity enhancement funding was received from MOH for \$3.322M.

The significant factors impacting the positive result included winter funding enhancement, emergency attendances and NWAU's YTD results for November 2017 being 4% above target. The extra funding is to be distributed across the LHD accordingly, based on activity.

The Chair acknowledged Ms Weir in guiding LBH through a busy, demanding winter period, while still maintaining all other hospital services.

Ms Weir advised the Board that coding from July to December 2017 across the LHD is now complete.

Mr Jones indicated that Mr Brett Skinner, Director Finance is proving to be a good fit for the organisation and is providing required leadership and direction. Also Mr John Roach, former Chief Information Officer MOH has expressed interest in coming to the NSW LHD in 2018 in a mentoring capacity for Mr Skinner.

The Board noted the next F&PC meeting will be held on 21 February 2018, where more information will be readily available.

### **5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 14 December 2017**

Dr Tyson provided a verbal report of the MDAAC Meeting held on 14 December 2017.

The Board noted the appointment of an Interventional Cardiologist at LBH and the service will be moving to a four day a week service over time.

Dr Tyson referred to prior reappointment processes and advised that MDAAC has made a concerted effort to ensure that reappointments are made within the expected timelines. However, there is still a large number of appointments to be received by MDAAC and suggested that a report be provided to the March 2018 Board Meeting on how many reappointments remain outstanding and how this is to be addressed.

#### **ACTION:**

**Mr Jones is to ask Mr John Wickham, Medical Administration Manager to provide a Brief to the board on the status of the VMO reappointments to the 28 March 2018 Board Meeting.**

Mr Jones noted the VMO's letter of offer complies with the standard contract and this is based on significant legal advice in this matter.

The Board Chair requested that Ms Weir, Director of Clinical Operations attend MDAAC meetings in future.

The Board noted the MDAAC Meeting Minutes of the 14 December 2017.

### **5.2.4 Health Services Development Committee (HSDC) – next meeting 8 February 2018**

The Board noted the HSDC Meeting for 14 December 2017 was cancelled and the next meeting is scheduled for 8 February 2018.

**5.2.5 Audit and Risk Committee (ARC)– 6 December 2017**

Mr Frazer gave a verbal report of the ARC Meeting held on the 6 December 2017.

Mr Frazer advised that the Auditor General's report to Parliament does not specifically mention any problems with NNSW LHD and that the overall result is quite good except for issues around timesheets and excess annual leave which are regular items in the Auditor General's report.

Mr Frazer referred to the possible conflict of interest in crosschecking ASIC records of Directorships and LHD employees and reported that no fraudulent activity has been reported.

Mr Frazer and Mr Jones are to meet with the Internal Auditor Manager to design a new template which will highlight overdue audit recommendations.

General discussion followed around the NDIS and the importance of the roll-out across NSW. Concerns were raised about accountability and the market not being prepared and it was noted that NDIS implementation has been slow but is growing.

The Board noted the next ARC Meeting Minutes of the 6 December 2017.

**5.2.6 Clinical Council (CC) – 28 November 2018**

The Board noted the Clinical Council Meeting Minutes of the 28 November 2017 Clinical Council meeting and that Mr Spriggs has provided a verbal report of the meeting at the 29 November 2017 Board meeting.

The Chair commented on the enthusiasm around the new members of the Clinical Council, being the first time the LHD has had to expand the number of doctors on the Council due to there being more applicants than positions.

The Board noted the Clinical Council Meeting Minutes of 28 November 2017.

**5.2.7 Community Engagement Advisory Council (CEAC) – next meeting 19 March 2018**

The Board noted the next CEAC meeting is scheduled on 19 March 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) – next meeting 5 March 2018**

The Board noted the next meeting for the APM is to be held on the 5 March 2018.

**5.2.10 Mental Health Forum (MHF) – 4 December 2017**

Ms Monaghan provided a verbal report of the MHF Meeting held on 4 December 2017.

Ms Monaghan advised the MHF received a presentation from Lisa Thorpy, Trauma Informed Care Service Development Co-ordinator who provided a brief overview of what

she expects to achieve for Trauma Informed Care over the next year. Information was provided to the MHF by Bernadette Loughnane, Tweed Hospital Project Manager and Lee McDougall, Communications Manager regarding the new hospital development plans for Tweed Heads explaining that consumers, carers and the public would have opportunities to participate with input into some of the design.

Ms Weir has been requested to attend a meeting to discuss the resolution of the 'warm-room' situation at LBH and the on-going issues associated with the 'warm room.'

The Board noted the positive impact the "peer-workers" are having with the Mental Health Service.

The Chair sought approval to share the MHF Meeting Minutes at the Mental Health Advisory Council as a good example of consultation and a forum that works. The Board agreed to this request.

Mr Frazer indicated that he will be reminding the MHF that the Forum is not a complaints committee and any issues that any members may raise should be raised through the appropriate complaints channels.

The Board noted the MHF Meeting Minutes of the 4 December 2017.

#### **5.2.11 Health Education Workforce Research Forum**

The Board noted the next Health Education Workforce Research Forum will be replaced by the NNSWLHD Research Strategic Advisory Committee.

#### **5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) – next meeting 8 February 2018**

The Board noted the DACAC Meeting for 14 December 2017 has been cancelled and the next meeting is scheduled for 8 February 2018.

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

#### **6.1 Major correspondence**

There was no major correspondence for noting.

#### **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 2018 Board Calendar and the change of the Health Services Development Committee from 14 June 2018 now to be held on 7 June 2018.

#### **6.4 Other matters for noting**

##### **6.4.1 Audit Report of Public Patient Cancer Care**

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The Board noted the information contained in the Audit of Public Patient Cancer Care report.

**6.4.2 Letter to Mr Andrew Neill Clinical Council Chairman**

The Board noted the letter that was forwarded to Mr Andrew Neill, NNSW LHD Clinical Council Chair.

**6.4.3 Guide for Patient Stories for Governance Committees**

The Board noted the Guide for Patient Stories for Governance Committees.

**6.4.4 Report from Carolyn Byrne on Clinical Excellence Commission Clinical Leadership Program Graduation**

Ms Carolyn Byrne gave an overview of her recent attendance to the Clinical Excellence Commission Clinical Leadership Program Graduation Ceremony on 1 December 2017 that she has attend on behalf of the Board.

Mr Byrne advised that it was a very positive day and very well attended by staff and family members.

Ms Byrne drew attention to some of the simple and effective things that staff members are undertaking and noted the "yellow envelope project" for patients in Nursing Homes which encourages continuity of care and patient centred care.

The Board discussed the importance of the Board members attending public events to raise the profile of the Board and show that it supports the LHD's staff and clinicians. where possible to be more visible. Mr Jones stated that Board members will be invited to participate in the Strategic Direction Roadshow across the LHD.

**6.4.5 Copy of letter to Ministry regarding NNSW LHD Model By-Laws**

The Board noted the letter to Mr Phil Minns, Deputy Secretary, People, Culture and Governance, MOH concerning the amendments to the NSW MOH Model By-Laws as endorsed by the NNSWLHD Board.

The Chair suggested that the By-Laws document requires a pre-amble to create a summary of what they contain.

**7. Meeting Finalisation**

**7.1 Next Meeting**

28 February 2018 Ground Floor Meeting Room, Crawford House, Hunter Street, Lismore  
10.00am – 12noon Combined Board Meeting NCPHN  
12.30pm – 4.30pm NNSW LHD Board Meeting

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 1.55pm



**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 31 JANUARY 2018 AT CUDGEN SURF LIFE SAVING CLUB KINGSCLIFF, 61 MARINE PARADE KINGSCLIFF, COMMENCING AT 9.00AM**

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

Signed .....  ..... Date 9/31/18 .....

Dr Brian Pezzutti  
Chair  
Northern NSW Local Health District Board