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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**

No In-camera session was required.

**2.1 PRESENT AND APOLOGIES:**

Dr Brian Pezzutti, Dr Allan Tyson, Mr Michael Carter, Dr John Griffin, Mr Mark Humphries, Mr Peter Carter, Professor Susan Nancarrow, Ms Carolyn Byrne, Mr Pat Grier

**In Attendance:**

Mr Wayne Jones, Chief Executive,  
Mr Ged May, Community Engagement Manager  
Ms Susan Palmer (Secretariat)  
Ms Kate Greenwood (Secretariat)

**Via Teleconference:**

Ms Naree Hancock  
Dr John Moran  
Dr Alasdair Arthur

**Apologies:**

Ms Deb Monaghan

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

Ms Byrne declared a conflict of interest regarding the Independent Member of the Audit and Risk committee as this person is known to Ms Byrne.  
No other new conflicts of interest were reported.

**2.3 Previous Minutes:**

2.3.1 The Minutes of the Board Meeting held on 1 May 2019 as circulated were ENDORSED as a true and accurate copy.

**Moved:** Mr Mark Humphries

**Seconded:** Dr Allan Tyson

**CARRIED**

**2.3.2 Business Arising from the Minutes:**

**2.3.2.1 Mr Jones is to provide a brief on mental health specific funding for staff including the Clarence area for the 2019/20 mental health budget for the 29 May 2019 Board meeting.**

Mr Jones spoke to the information in the brief outlining the funding across the different areas in the LHD. He referred to the number of mental health beds in Tweed and Richmond noting that the Clarence has community based mental health services.

The Chair requested a breakdown of where the funding is being disbursed on mental health services across the LHD. Upon completion of the 2019/20 NSNW LHD budget

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implementation, a brief is to be prepared on the allocation of mental health funding between community based and in-house services across Richmond, Clarence and Tweed Valley.

**ACTION:**

**Mr Jones to provide a brief on the allocation of mental health funding between community based and in-house services across the Richmond, Clarence and Tweed Valley to 26 June 2019 meeting.**

General discussion ensued around the Security Review recommendations and the recent visit of the Honourable Peter Anderson to the NNSW LHD. Mr Jones advised an update will be provided once the final report is made available.

- 2.3.2.2 Mr Jones to invite Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health to present on work being undertaken around strategic planning, research and NUM development and education to the 26 June 2019 Board meeting. Ms Duffy will present to the 26 June 2019 Board meeting.**

**ACTION:**

**Mr Jones to invite Ms Katharine Duffy, Director Nursing, Midwifery and Aboriginal Health to present on work being undertaken around strategic planning, research and NUM development and education to the 26 June 2019 Board meeting**

- 2.3.2.3 Mr Jones is to provide a brief on areas of demand risk and unmet need based on geographical consideration across the LHD to the 29 May 2019 Board meeting.**

Due to a number of factors, the brief was not available, however Mr Jones proposed this information needs to be in the front end of the NNSW LHD Clinical Services Plan (CSP) as opposed to being a separate brief. The CSP is about future direction of service supply with the front end needing to identify the unmet demand and risks.

Mr Jones advised from a reporting point of view, it is more coherent to formalise the unmet demand in the front end of the CSP. The Chair agreed and also requested that unmet need in the private sector also be included.

- 2.3.2.4 Mr Jones to provide a brief on the how the NNSW LHD Surgical Plan is being revisited to identify additional strategies to reduce the elective surgery increase for the LHD to be submitted to the 29 May 2019 Board meeting. Mr Jones advised this brief will be available at the 26 June 2019 Board meeting.**

**ACTION:**

**Mr Jones to provide a brief on the how the NNSW LHD Surgical Plan is being revisited to identify additional strategies to reduce the elective surgery increase for the LHD to be submitted to the 29 May 2019 Board meeting.**

- 2.3.2.5 Mr Jones to submit a brief outlining the draft Terms of Reference for the agreed new Board sub-committees for endorsement to the 26 June 2019 Board meeting. This will be submitted to the 26 June 2019 Board meeting.**

**ACTION:**

Mr Jones to submit a brief outlining the draft Terms of Reference for the agreed new Board sub-committees for endorsement to the 26 June 2019 Board meeting.

- 2.3.2.6 Mr Jones to invite Mr Teulan, Nous Group to facilitate a Board Governance workshop to assess the progression of the recommendations in the Board Governance report to be held following a date confirmation from Mr Teulan. Mr Jones advised a confirmation date with Mr Teulan will be provided soon.

**ACTION:**

Mr Jones to invite Mr Teulan, Nous Group to facilitate a Board Governance workshop to assess the progression of the recommendations in the Board Governance report to be held following a date confirmation from Mr Teulan.

- 2.3.2.7 Mr Jones is to provide a progress report on the implementation of the Clinician Engagement Action Plan to the 26 June 2019 Board meeting. This will be submitted to the 26 June 2019 Board meeting.

**ACTION:**

Mr Jones is to provide a progress report on the implementation of the Clinician Engagement Action Plan to the 26 June 2019 Board meeting.

2.3.3 Other Matters Arising from the Minutes

Nil

3. Matters for Decision

3.1 Appointment of Audit and Risk Committee Independent Chairman and Member

Mr Jones spoke to the information in the brief outlining the decision making process involved in choosing the Independent member for the Audit and Risk Committee. Following a brief discussion, both appointments were endorsed.

The Board **ENDORSED** the three-year appointment of Ms Carmel Perrett as the new Independent Member of the Audit and Risk Committee.

The Board **ENDORSED** the two-year appointment of Mr David Frazer as the new Independent Chairman of the Audit and Risk Committee.

3.2 NNSW LHD Risk Management Plan

Mr Jones spoke to the information in the brief, responding to a comment about the academic nature of the document, advising risk management requires academic and legalised writing. Mr Jones outlined the robust internal mechanisms of risk management within the LHD. External accountability obligations require formalised reporting for both regular audits and unplanned, impromptu audits and reviews.

The changed perception and interpretation of risk management across the LHD in recent years was discussed. Mr Jones acknowledged the commitment and dedication of both the Board and staff in implementing these changes.

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The Board **ENDORSED** the NSW LHD Risk Management Plan 2019-2021.

#### **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**

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
- Peter Anderson Security Review
- NSW LHD Quality Awards
- Visit by Professor Paul Worley, Federal Rural Health Minister – Mr Jones gave a brief overview regarding changes to the rural classification of Murwillumbah and the remuneration impact this will have on rural GP's and capacity to support medical students at UCRH. Following a lengthy discussion, it was agreed to approach Ms Janelle Saffin, Member for Lismore and Mr Kevin Hogan, Federal Member for Page to assist with direction in moving forward on this matter. Mr Jones advised he will update the Board accordingly.
- Executive Director Medical Services Recruitment – 8 applicants through Hardy's Group International with 4 interviews taking place 14 June 2019.

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

Leading Better Value Care Roadshow and Listening Tour Report.

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

2019-2020 NSW LHD Strategic Plan is currently being printed and a formal launch of the Plan is organised for June/July.

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

Nil for this meeting

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

- Emergency Treatment Performance (ETP) during April 2019 was 80% against the target of 81%.
- Elective Surgery Access Performance - During April 2019, NSW LHD did not meet the Category 2 and 3 targets. The results were as follows: Category 1, 100% Category 2, 94% against a target of 97% and Category 3 was 91% against a target of 97%
- Triage performance met triage targets 1, 4 and 5. NSW LHD missed the target for Triage 2 and 3 by 1%. All triage categories were less than the April 2018 results.
- Transfer of Care result for April 2019 was 90% against a target of 90%.

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**5.1.6 Risk and Compliance Update**

- Ambulance Performance Indicators – the Board noted the letter from the NSW Ambulance. Mr Jones advised he will organise a meeting with Mr Dominic Morgan, Chief Executive NSW Ambulance to follow up on this matter and report back in due course.

**5.1.7 Governance Update**

- 2019 – 2020 Service Agreement – Mr Jones spoke briefly on the Service Agreement in relation to the NSW budget which will be handed down on the 18 June 2019. The NNSW LHD budget will be presented to the Board in full on 26 June 2019. Discussion followed on the significance of culture and staff engagement and despite the initial views that 2019/20 will bring financial challenges, this important work needs to continue.

**5.1.8 Capital Works/Planning Projects**

- Coraki Hospital
- The Tweed Valley Hospital
- Grafton Goal

**5.1.9 Matters for Noting**

- Suicide in NNSW LHD – Mr Jones has requested Ms Kirsty Glanville, Associate Director Aboriginal Health to follow up further information on this and report to a future Board meeting through the CE report.
- 2019 People Matters Survey – commences in June.
- NNSW LHD Branding - Mr Jones spoke on the percentage of both negative and positive media reports and the progress made over the past three years due to the hard work of Ms Fiona Baker, Media Manager and her team.

**ACTION:**

**Mr Jones to provide an update report on the percentage of positive and negative media reports across NNSW LHD to the 26 June 2019 Board meeting.**

- Coronial Investigations Support – active steps have been undertaken in the last few years to provide meaningful support for staff involved in Coronial Investigations, resulting in positive feedback at many levels.

**5.1.10 Important Meetings/ Diary Commitments**

- NNSW LHD 2019 Quality Awards – to be held at Ballina RSL on 4 July 2019.
- NNSW LHD Quarterly Performance Review – Ms Susan Pearce, Deputy Secretary Performance and Purchasing will be visiting NNSW LHD on 12 June 2019 to chair the 4<sup>th</sup> Performance Review meeting 2018/19.
- TVH Sod Turning – NSW Minister for Health and Medical Research, Mr Brad Hazzard will be undertaking an official sod turning possibly on 14 June 2019.

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

- Mr Jones raised concerns around the conflicting information with stakeholders regarding the Grafton Correctional facility. Discussion followed around the contract

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between SERCO and Corrective Services and clarification around health services provision. The need for a secure unit within the Grafton Base Hospital with approximately 8-10 beds will now need to be incorporated into the Masterplan of the Grafton Base Hospital. Funding for this is still to be determined, with Mr Jones still in negotiations with the necessary stakeholders.

General discussion followed around the opportunities in sharing some services with the Grafton Correctional facility, however, funding sources will need to be clarified.

The Chair spoke briefly on his recent meeting with Mr Anderson and discussions around security measures in the development stages of the Tweed Valley Hospital regarding the transport of prisoners into local Emergency Departments. It was noted that prisoners require different protocols for transportation to hospital depending on their security classification.

- A Federal election commitment was to develop new radiation oncology services in Grafton. Following a lengthy discussion around timelines and funding, Mr Jones advised the Masterplan for the Grafton Base Hospital will need amending to incorporate this.
- A query was raised on the possibility on undertaking a community perception survey with new community representative with results to be used as baseline data moving forward. Mr May advised he will investigate this possibility further.
- A query was raised around the elective surgery results across the LHD especially The Tweed Hospital. Mr Jones advised there are several factors impacting the figures and strategies are being implemented to improve this but emphasised the challenge being experienced in meeting the elective surgical targets.
- Discussion followed around the anticipated growth in the Clarence community and the impact this will have on the LHD.
- Mr Jones responded to a query, advising a brief on the number of vacancies across the LHD and times they had been advertised was presented to the Finance and Performance Committee in March this year. A follow up brief will be presented to the Finance and Performance Committee in due course.
- Responding to a query around Emergency Departments, Mr Jones advised that any patient presenting to an ED, cannot be turned away. Review is underway for those patients who are presenting to ED for wound care etc to be referred through to the outpatient clinic to alleviate the demand on ED's.

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) – 14 May 2019.**

The Chair spoke to the HCQC minutes with attention to a particular RCA and the importance of training around the escalation of Clinical Care. The Chair informed the Board the HCQC discussed the issue and ways around how education in procedures can rectify this matter.

A brief discussion was held regarding the procedures in place for NSW LHD implementation of the flu vaccine with the Chair advising that he will be addressing the importance of this to all staff this month via his article in Northern Exposure.

Responding to a query regarding an RCA and the time management of a mental health patient in ED, Mr Jones advised he will follow up on further details with Dr David Hutton, Director Clinical Governance and report back via the HCQC.

The Board noted the unconfirmed HCQC minutes.

**5.2.2 Finance and Performance Committee (F&PC) – 22 May 2019.**

Mr Humphries gave a verbal report on the F&PC meeting outlining general funds YTD \$1.91M unfavourable with a forecast \$3.2M unfavourable end of year result.

The finance team are currently finalising the budget that will be presented to the 26 June 2019 Board meeting.

Own source revenue at this stage is general funds April YTD \$0.63M favourable with a forecast \$0.68M favourable.

Mr Jones responded to a query regarding CHARM, a cancer management system, advising that approximately 8 months ago the Ministry of Health made a decision to only run three EMR's for cancer management with CHARM no longer being one of them.

A brief discussion followed around the differences in training with enrolled nurses and endorsed enrolled nurses and the difficulties in recruiting across the NNSW LHD.

The Board noted the Top 10 Strategic risks in the F&PC minutes.

The Board noted the F&PC unconfirmed minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 9 May 2019.**

Dr Tyson gave a verbal update of the MDAAC meeting advising of the new General Practitioner to the Bonalbo MPS and the recruitment of a staff specialist ENT to address ENT surgery in Lismore.

Recruitment delays were discussed. Mr Jones advised there are general concerns across NNSW LHD regarding ROB system (Recruitment on Boarding). Over the next several months, transition to a centralised medical recruitment unit for the LHD is proposed. Directors of Medical Services are fully supportive.

The Board noted the unconfirmed MDAAC minutes.

**5.2.4 Health Services Development Committee (HSDC) – 11 April 2019.**

The Board noted the HSDC minutes.

The Chair advised the development of the new Health Care Services Plan was progressing well.

**5.2.5 Audit and Risk Committee (ARC) – next meeting 7 June 2019.**

The Board noted the next ARC meeting will be 7 June 2019.

**5.2.5(i) Audit and Risk Committee Special Finance Meeting – 16 April 2019.**

Mr Michael Carter spoke to the minutes and advised that leave entitlements are recorded to the department where an individual is attached and not the department where the individual is seconded to. Liabilities are in the process of being rectified.

A query was raised around the sale of the Tweed Hospital once the commissioning of the new Tweed Valley Hospital occurs. Mr Jones advised that at present no definite decisions have been made, however, will keep the Board updated on this matter.

The Board noted the ARC Special Finance meeting minutes.

**5.2.6 Clinical Council (CC) – 30 April 2019.**

The Board noted the CC minutes.

A brief discussion followed on the insurance concerns regarding access to vehicles for University students on placement within the LHD. Mr Jones reiterated that students are not covered under TMF insurance and as such cannot use LHD vehicles.

**5.2.7 Community Engagement Advisory Council (CEAC) – next meeting 17 June 2019.**

The Board noted the next CEAC meeting will be 17 June 2019.

**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) – 4 February 2019**

The Board noted the APM minutes of 4 February 2019.

Mr Jones gave a verbal report of the 6 May 2019 meeting advising the refurbishment of the HealthPost at Tabulam is progressing well with support of the Aboriginal Community.

Bulgarr Ngaru Aboriginal Medical Corporation along with North Coast Primary Health Network and NSW LHD will be undertaking some research with other available social services to determine the true impact the Grafton Correctional facility will have on the community moving forward.

The Chair reiterated the important role this valuable meeting holds in the partnership between the Aboriginal Community and NSW LHD.

**5.2.10 Mental Health Forum (MHF) – next meeting 3 June 2019.**

The Board noted the next MHF meeting will be held 3 June 2019

**5.2.11 Research Strategic Advisory Committee (RSAC) – 14 May 2019**

The Board noted the RSAC minutes will be submitted to the 26 June 2019 Board meeting.

**5.2.12 Drug and Alcohol Community Advisory Committee (DACAC) – next meeting 13 June 2019.**

The Board noted the next DACAC meeting will be held 13 June 2019.



**5.2.13 NSW LHD Health Emergency Management Committee (HEMC) – next meeting 17 June.**

The Board noted the next HEMC meeting will be held 17 June 2019.

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

Nil matters for noting

**6.1 Major correspondence**

Nil major correspondence

**6.2 NSW LHD Seal**

There were no items requiring the NSW LHD Seal to be applied.

**6.3 Updated Board Calendar**

The Board noted the updated Board Calendar.

**6.4 Other matters for noting**

Nil matters for noting

**6.5 Business without notice**

Nil

**7. Meeting Finalisation**

**7.1 Next Meeting**

9.00am- 1.00pm

Murwillumbah District Hospital

UCRH Meeting Room, Ewing Street, Murwillumbah

The Chair noted and approved leave requests for the following Board members:

Dr John Griffin 12 June 2019 – 23 July 2019

Professor Susan Nancarrow 30 June 2019 – 13 July 2019.

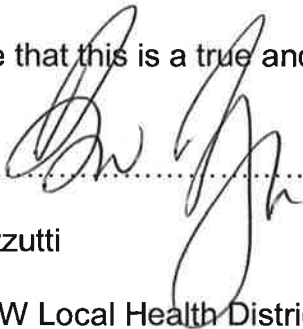
Dr Allan Tyson gave a brief critique of the meeting.

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 3.30pm

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

Signed .....



Date .....



Dr Brian Pezzutti

Chair

Northern NSW Local Health District Board