

**MINUTES OF THE MEETING OF THE NORTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT BOARD HELD ON WEDNESDAY 25 OCTOBER 2023 COMMENCING AT 12.30PM AT HEALTHY NORTH COAST, 106/108 TAMAR STREET, BALLINA**

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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:**

Mr Peter Carter (Chair), Mr Michael Carter, Mr Scott Monaghan, Ms Naree Hancock, Ms Carolyn Byrne, Dr Alasdair Arthur

**Microsoft Teams:** Dr Andrew White

**Apologies:** Dr John Griffin, Mr Thomas George, Mr Pat Grier, Professor Susan Nancarrow, Dr Cathy Adams

**In Attendance:**

Ms Tracey Maisey, Chief Executive  
Ms Liz Blake, Manager Chief Executive Unit  
Ms Kate Greenwood, Board Secretariat  
Mr Ged May (Microsoft Teams)

**In Attendance for part of meeting:**

Mr Tomas Ratoni, NNSWLHD Paediatric CNC LHD Research Assistant  
Professor Jeff Fletcher, Paediatrician NNSWLHD Associate Investigator

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

No new declarations of pecuniary and/or conflicts of interest were declared.

**2.3 Previous Minutes:**

**2.3.1** The Minutes of the Board Meeting held on 27 September 2023 as circulated were **ENDORSED** as a true and accurate record:

**Moved** Mr Scott Monaghan

**Seconded:** Ms Carolyn Byrne

**CARRIED**

**2.3.2 Business Arising from the minutes:**

**Item 5.2.1 HCQC** – Following confirmation of the Terms of Reference, the Board agreed Ms Hancock will be appointed to the HCQC commencing November 2023.

**2.3.2.1 Ms Maisey to provide an update on flexible rostering to the 29 November 2023 Board meeting.**

**Action:** The Board noted this will be provided to the 29 November 2023 Board meeting.

**2.3.2.2 A Board/ELT workshop to be organised for the first quarter of 2024 to discuss**

**reporting systems and processes with the facilitator to be confirmed.**

The Board noted this will be organised to coincide with March 2023 Board date.

**Action:**

**A Board/ELT workshop to be organised for the 27 March 2024 to discuss reporting systems and processes with the facilitator to be confirmed.**

**2.3.2.3 Ms Karen Winkler, Emergency Care Assessment and Treatment Project Co-ordinator to present to a future Board meeting.**

**Action:** The Board noted Ms Winkler will present to a Board meeting during the first half of 2024.

**2.3.2.4 The NNSWLHD Research Team to be invited to provide a presentation update on the progression of work within their Directorate to a future Board meeting.**

**Action:** The Board noted the Research Team will present to the November 2023 Board meeting.

**2.3.2.5 Mr Monaghan to draft a letter for the Board Chair's signature to the three local AMSs suggesting a review of the Terms of Reference and revamping the approach of the Aboriginal Partnership meeting.**

The Board noted this was emailed to all local AMSs on the 18 October 2023.

**2.3.2.6 Ms Maisey to provide a formal letter of response to the GBH MSC in relation to the points Dr Davies raised during his presentation to the Board.**

The Board noted a formal letter of response was emailed on 17 October 2023.

**2.3.2.7 Ms Maisey to provide a report on the progression of matters raised by Mr Williamson MP to the 29 November 2023 Board meeting.**

**Action:** The Board noted this will be provided to the 29 November 2023 Board meeting.

**2.3.3 Other Matters Arising from the minutes**

Nil for this meeting.

**3. Matters for Decision**

**3.1 2023 Annual Public Meeting – 29 November 2023**

Mr May provided an overview of the information in the brief and the proposed format.

Discussion followed on the number of Long Service Awards to be presented at the meeting and the logistics and practical considerations of facilitating such a large number. Mr May advised he will follow up and discuss with Ms Fiona Baker, Media Manager on whether this is feasible.

The Board **APPROVED** the proposed format for the 2023 Annual Public Meeting with consideration to be given to the number of Long Service Awards presented on the day.

**3.2 NNSWLHD Health Care Service Plan**

The Board reviewed the information in the brief, noting the seven priority areas for

inclusion in the Health Care Services Plan being:

- Streaming Services
- Role of facilities
- Vulnerable Clinical Services
- Care for older people
- Mental Health and Alcohol and Other Drug services
- Ambulatory Care
- Aboriginal Health

The Board **ENDORSED** the seven priority areas for inclusion in the Health Care Services Plan.

Responding to a question, Ms Maisey provided a brief description of what streaming services will look like for the LHD and the importance of having an organised district-wide clinical leadership structure. This will be discussed further at the February 2024 workshop with relevant clinicians and facilitated by Dr Tim Williams, Executive Director Medical Services.

### **3.3 NNSWLHD Safety and Quality Account for 2022-2023**

Ms Maisey provided a brief overview of the information in the brief.

The Board **APPROVED** the content of the NNSWLHD Safety and Quality Account for 2022-23.

The Board **ENDORSED** the Safety and Quality Account being published on the NNSWLHD website when finalised.

## **4. Board Strategic Priorities**

**4.1 Workforce and Culture** – nil for this meeting.

**4.2 Patient Flow** – nil for this meeting.

**4.3 Environmental Sustainability and Healthcare** – nil for this meeting.

**4.4 Aboriginal Health** – nil for this meeting.

## **5. Matters for Discussion**

### **5.1 Chief Executive's Report**

The CE referred to the issues that were covered in the Chief Executive's report including:

#### **5.1.1 ELT Strategic Priorities**

**Creating a Sustainable Future Together Program (CSFTP)** – Ms Maisey provided an overview of the program which was launched at the 17 October 2023 staff forum. Ms Maisey spoke briefly on the work underway to launch the program and that to date the feedback has been quite positive. The CSFTP addresses the requirement to enable a sustainable workforce, sustainable clinical models, a sustainable financial position, and environmental sustainability.

- **Workforce, recruitment, retention and wellbeing:**

- The new recruitment campaign video and approach was launched at this month's staff forum. The campaign video was shown to the Board today.
- An update was provided on international nurse recruitment for the LHD.
- **Quality and Safety of Patient Care:**
  - Update on the recent Sepsis Clinical Resource Nurse/Midwife Workshop which 22 nurses attended in July.
- **Empowering Aboriginal Health Together:**
  - A new Aboriginal Cancer Care Coordinator is now working in partnership with district Aboriginal Health and Cancer Services to support Aboriginal people with cancer.
  - Aboriginal Health recently appointed an Aboriginal Health Engagement and Governance Manager who will lead in the community engagement space.
- **Leadership and Communication:**
  - Update provided on the NNSWLHD Workforce Engagement Framework.
- **Financial Sustainability:**
  - All directorate finance and review meetings have been completed and a summary of key points / common themes will be completed for the November Finance and Performance meeting.

#### **5.1.2 Matters for Approval**

Nil for this meeting.

#### **5.1.3 Update on key issues / risks**

Nil for this meeting.

#### **5.1.4 Major Key Performance Indicators**

- Emergency Treatment Performance (ETP) during September 2023 NNSWLHD was 33.1% against a target of 50%(admitted).
- Elective Surgery Access Performance during September 2023 was Category 1 98.4% against a target of 100%, Category 2 67.2% against a target of 97% and Category 3 80.3% against a target of 97%.
- Elective Surgery overdue numbers for September 2023 were Category 1 – 1, Category 2 – 316, Category 3 – 394. Plans are in place to substantially improve this over the next four months.
- Triage – NNSWLHD met triage Category 1 target, Category 2 September 2023 result was 80% with a target of 80% and Category 3 result was 75% against a target of 75%. Please note that the triage KPIs (%) have reverted to the previous targets of 1:100%, 2:80% and 3:75%.
- Transfer of Care target for September 2023 was 90% with a result of 83%.

#### **5.1.5 Security, Risk and Compliance Update**

Nil for this meeting.

#### **5.1.6 Governance Update**

- The NSW Health Performance Framework outlines the Ministry of Health (MOH) process for setting performance expectations and monitoring performance of public sector health and support services.  
The Board noted the revised NSW Health Performance Framework.

#### **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 Update on Management Committees**

**Clinical Planning and Clinician Engagement** – revised TOR subject to extending committee time frame and adding Senior Midwifery position. Priority focus areas endorsed for the Health Care Services Plan. Workforce Engagement Plan will progress to further LHD wide consultation.

**Community Partnership Advisory Committee** – committee given an overview of the Health Care Services Plan. CE will provide an update on the Sustainable Future Program at 4 December meeting. Update provided on recent health consumer training. Lismore and Casino CAGs have decided to merge.

**Research and Innovation Committee** – Committee shown the Change and Innovation Portal. Substantial updates to the Research Governance website are in progress. The NNSWLHD Research Office continues to lead the Rural Research Collaborative Learning Network research education and training calendar which has proven to be a very popular platform across NSW and QLD.

**Clinical Council** – will be provided once established.

#### **5.1.10 Media and Community Engagements:**

- The Board noted the media release on NNSWLHD Leadership Academy Recognised in NSW Health Awards.

#### **5.1.11 Primary and Intersectoral Engagements**

- The Board noted that a combined Healthy North Coast and LHD Board meeting had been held today with guest speaker Ms Tracey Johnson, CEO Inala Primary Care.

#### **5.1.12 Matters for noting:**

Nil for this meeting.

#### **5.1.13 Important Meetings/Diary Commitments:**

- State Governor, Her Excellency The Honourable Margaret Beazley AC KC will visit Maclean District Hospital to tour the sub-acute rehabilitation unit and Emergency Department on 27 October 2023.

- NNSWLHD Quarterly Performance meeting with Matthew Daly, Deputy Secretary System Sustainability and Performance on 3 November 2023.
- Visit to LHD by Ms Kerry Chant, Deputy Secretary Population and Public Health on 9 November 2023.

**5.1.14 Questions for the Chief Executive:**

- Responding to a query regarding the People Matter Employee Survey, Ms Maisey advised that there was a completion rate of 46% with pockets of improvement and pockets of decline. Further details will be provided when collated.
- An update was provided on the overdue elective surgery numbers.
- Ms Maisey provided an update on the work underway regarding culture across particular parts of the LHD.
- An update was provided on a pre-launch of the Lismore Back Campaign that Ms Maisey attended and provided an overview on how the LHD will engage with this campaign regarding recruitment.

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) – 10 October 2023**

In Dr Adams absence, the Board noted the HCQC minutes.

The Board noted the unconfirmed HCQC minutes.

**5.2.2 Finance and Performance Committee (F&PC) – 18 October 2023**

Mr Michael Carter provided an overview of the meeting advising there has been an improvement in the projection with the September results being favourable.

The Foundational Review and the responses to it have gained traction early.

The Board noted the unconfirmed F&PC minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 12 October 2023.**

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

The Board noted the unconfirmed MDAAC minutes.

**5.2.4 Audit and Risk Committee Special Finance (ARC) – 6 September 2023.**

The Board noted the ARC minutes.

The Board **ENDORSED** the Audit and Risk Charter 2023.

A lengthy discussion followed on the relationship between ARC and the Board and identified several potential opportunities to clarify this as part of a broader review of

sub-committee Terms of Reference

Ms Maisey provided a brief update on the NNSWLHD Fraud Control Strategy.

**5.2.4a Audit and Risk Committee Special Finance meeting – 13 September 2023**

The Board noted the ARC Special Finance meeting 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**

- The Chair provided a brief overview of the Council of Board Chairs meeting held on 9 October 2023.

**6.5 Business without notice**

- Ms Maisey provided an update on the recent announcement regarding the relative flood levels in Grafton and a lengthy discussion followed on the possible impact this will have on the Grafton Base Hospital Redevelopment.
- An update was provided on the number of patients in hospital across the LHD awaiting RACF placement.

**7 Meeting Finalisation**

**7.1 Next Meeting**

29 November 2023


Crawford House Lismore

**7.2 Meeting closed**

Ms Hancock provided a critique of the meeting, following which, there being no further official business, the Chair declared the meeting closed at 3.17pm

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

Signed .....



Date .....

24.11.23

Mr Peter Carter Chair  
Northern NSW Local Health District Board

**1pm – 1.20pm RuralKidsGPS Professor Jeff Fletcher and Mr Tomas Ratoni**

Mr Ratoni provided an overview of the KidsGPS (Guided Personalised Service). This is a care coordination service at Sydney Children's Hospital Network (SCHN), first established in 2015 which coordinates care from multiple health teams for children with medical complexity. The service addresses vulnerability and reduced accessibility to appropriate services.

An overview was provided on the trial results which showed a 40% reduction in ED admissions, 42% reduction in day-only admissions, saving \$2.5 million/annum and >50 000km of family travel avoided.

The trial program has been rolled out across various other LHDs including Northern NSW with Paediatric Innovation Funding and now is part of the Translational Research Grant. The evaluation process of the RuralKidsGPS will review integrated impact, implementation and economic evaluation.

Mr Ratoni spoke on the challenges on remote families for speciality appointments and how this service is helping to alleviate these burdens.

Project has undertaken the following

- CNC recruited Feb 2022
- 68 families enrolled since March 2022
- Weekly governance meetings
- Shared Care Plan now a LHD form in eMR
- Interim statewide findings released
- Likely 12 month delay between position finishing June 24 and final research findings being published

Professor Fletcher shared a recent patient story of a child with complex care needs. An overview was provided on the challenges to engage this family and the work undertaken to liaise with them about the benefits the program offered, which helped secure a great outcome.

The Board was shown a video of two families involved in the RuralKidsGPS program.

A brief discussion followed on the number of NSW/QLD border children attending Queensland facilities for care and the challenges and importance of securing future funding for this program.

Mr Ratoni and Professor Fletcher were thanked for attending the Board meeting today and showcasing their excellent work with vulnerable families and children.