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The Chair opened the meeting and acknowledged the Traditional Owners of this Land. He also paid his respects to the 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 Mark Humphries (Chair), Ms Carolyn Byrne, Mr Peter Carter, Ms Naree Hancock, Mr Michael Carter, Dr Allan Tyson, Mr Pat Grier, Professor Susan Nancarrow, Dr John Griffin, Dr Alasdair Arthur

**Via Skype/Teleconference:**

Dr John Moran

**In Attendance:**

Ms Jennifer Cleaver, Manager Chief Executive Office  
Ms Kate Greenwood, Board Secretariat  
Mr Brett Skinner, Director of Finance (part of meeting)

**In Attendance via Skype/Teleconference:**

Mr Wayne Jones, (MOH) (part of meeting 10am -11.00am)  
Mr Ged May, Community Engagement Manager

**Apologies:**

Nil

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

Nil

**2.3 Previous Minutes:**

**2.3.1** The Minutes of the Board Meeting held on 30 June 2021 as circulated were **ENDORSED** as a true and accurate copy.

**Moved:** Dr Allan Tyson  
**Seconded:** Mr Peter Carter  
**CARRIED**

**2.3.2 Business Arising from the minutes:**

**2.3.2.1** Following a survey of all Board members for their input concerning the Board Development Plan, Mr Ged May, Community Manager will provide the draft document to a future Board meeting for consideration.

The Board noted this will be provided to the 25 August 2021 Board meeting.

**ACTION:**

Following a survey of all Board members for their input concerning the Board Development Plan, Mr Ged May, Community Manager will provide the draft document

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**to the 25 August 2021 Board meeting for consideration**

**2.3.2.2 Ms Weir is to provide a brief on the total activity impact on Grafton Base Hospital from Clarence Correctional Centre (CCC) to the 28 July 2021 Board meeting.**

Dr Tyson spoke briefly on the information in the NSW Health – Corrective Services NSW Memorandum of Understanding (MOU) and noted there is no MOU between SERCO and Northern NSW Local Health District (NNSW LHD).

At present there has been a reduction in the number of services being utilised at the GBH by the CCC with similar levels of activity that were experienced from the former gaol. Ms Weir explained that whilst there has been an increase in the number of inmates that the CCC facility can accommodate, the new health facilities at the CCC have helped to contain the number of presentations to the GBH.

The Board noted the information in the Brief.

**2.3.2.3 Ms Weir is to provide an update Brief on LHD Security Management for the 28 July 2021 Board Meeting.**

The Board noted this will be provided to the 25 August 2021 Board meeting.

**ACTION:**

**Ms Weir is to provide an update Brief on LHD Security Management for the 25 August 2021 Board Meeting.**

**2.3.2.4 Ms Weir is to provide an update Brief on the work being undertaken on Medicare Billing Practices to the 28 July 2021 Board Meeting**

Ms Weir spoke to the information in the Brief giving an overview of the recent review of NNSW LHD process for Medicare billing in outpatient clinics.

A document titled Medicare Billing for Private Referred Non-Inpatient Services in NSW Public Hospitals was published in April 2021 by NSW Health. This document has become the standard reference for Medicare billing practices in NSW public hospitals. All NNSW LHD outpatient clinic staff have been instructed on the process moving forward and regular audits will continue across the LHD footprint.

Ms Weir acknowledged Dr Tim Williams, Executive Director Medical Services for the comprehensive detail provided in the Brief.

**2.3.2.5 Ms Weir is to provide an update on the general NNSW LHD Workforce Strategy to a future Board meeting.**

The Board noted a Brief on Workforce Strategy including improving culture will be provided to a future meeting.

**ACTION:**

**Ms Weir is to provide an update on the general NNSW LHD Workforce Strategy including culture improvement to a future Board meeting.**

**2.3.3 Other Matters Arising from the Minutes**

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Nil for this meeting

### 3. Matters for Decision

#### 3.1 Deputy Chair Nominations

The Board Chair called for nominations for the position of NNSW LHD Deputy Chair. Following a brief discussion, Mr Peter Carter was nominated for the position of Deputy Chair and Mr Carter accepted the nomination.

Nominated: Professor Susan Nancarrow

Seconded: Dr John Moran

The Board **ENDORSED** the appointment of Mr Peter Carter as the new NNSW LHD Deputy Chair.

#### 3.2 Clinical Planning and Clinician Engagement Chair Nominations

The Chair advised that Dr Brian Pezzutti former Board Chair had held the position of Chair on the Clinical Planning and Clinical Engagement Committee. As Dr Pezzutti's tenure on the NSW LHD Board was now complete, nominations are called to fill this role on the Clinical Planning and Clinician Engagement Committee.

Following discussion, the Board agreed to temporarily appoint Dr Allan Tyson to the role of Chair of the Clinical Planning and Clinical Engagement Committee until the appointment of the two new Board members, after which Board sub-committee nominations will be reviewed.

During the discussion, the Chair indicated when there is a full complement of Board members, he will step down as Finance and Performance Committee (F&PC) Chair. It was agreed that Mr Michael Carter join the F&PC meeting immediately to assist in a smooth transition during handover as the F&PC Chair in the near future. The Board agreed that Mr Michael Carter can step down from Medical and Dental Appointments Advisory Committee.

### 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

Ms Weir referred to the issues that were covered in the Chief Executive's Report including:

##### 5.1.1 Current and Significant Issues

- Clinician Engagement
- Vaccination Update – LHD continues to experience high demand for vaccination. Additional call centre staff were employed which has improved the wait times. Vaccination in Grafton, Tweed Heads and Lismore shopping centres has proven to be a successful strategy.
- Coronavirus – an update was provided on the two recent close contact locations in the LHD and the difference in definitions between close, casual, and secondary contacts. At time of meeting, there remains no new COVID cases in NNSW LHD. Ms Weir provided a brief update on the recent COVID related issues in the Northern Rivers, around

concerns regarding a Virgin flight, the LBH construction site and Bryon Bay sewage detection.

- Multipurpose Service staff are required to receive a first dose of COVID-19 vaccination by 17 September 2021.
- Grafton Base Hospital Steriliser – Installation of the mobile sterilisation unit is complete and operational.
- Environmental Sustainability – NNSW LHD representatives participated in a MOH workshop regarding environmental sustainability. Engaging with Environmental Sustainability will be one of the six reforms and it is predicated that there are likely to be Service Agreement KPI's related to this within the next 1 or 2 years.

#### 5.1.2 Update on Strategic Issues

Strategic Priority: Value, Develop and Empower Our People – NNSW LHD Nursing and Midwifery Excellence Awards were held June 2021.

Big Ideas finalist presentations and awards were conducted on 15 July 2021 with the winning project being Stepping Out of Reality for Recovery.

#### 5.1.3 Matters for Approval

Nil for this meeting

#### 5.1.4 Major Key Performance Indicators

- Emergency Treatment Performance (ETP) during June 2021, NNSW LHD did not meet the ETP target of 50% (admitted) with a result of 31.0%.
- Elective Surgery Access Performance during June 2021 was Category 1 100% against a target of 100%, Category 2 79% against a target of 97% and Category 3 was 86% against a target of 97%.
- Elective Surgery overdue numbers for June 2021 were Category 1 – 0, Category 2 –174, Category 3 – 190.
- Triage – NNSW LHD met triage Category 1 target, Category 2, for June 2021 result was 81% with a target of 95% and Category 3, June 2021 result was 70% against a target of 85%.
- Transfer of Care target for June 2021 was 90% with a result of 77%.

#### 5.1.5 Security, Risk and Compliance Update

- Nil for this meeting

#### 5.1.6 Governance Update

- The Board noted the Quarterly Board Report for Jan – March 2021.

#### 5.1.7 eHealth Update

- Nil for this meeting.

#### 5.1.8 Capital Works/Planning Projects

- **Tweed Valley Hospital (TVH)** - commencement of consultation for the health hub and Learning and Development Research buildings has commenced. Tender for multideck car park is nearing completion which will also now incorporate solar panels on the roof of the carpark. Activity Based Working design is continuing and a workforce planner has been appointed.

- **Grafton Base Hospital** – consultation on Clarence Valley Clinical Services Plan continues. Once this is endorsed Health Infrastructure will commence development of the Masterplan and will undertake due diligence of the current infrastructure.
- **Lismore Base Hospital** – refurbishment/building of the outpatient clinics and inpatient wards continues. The front entrance reception will need to be relocated during the refurbishment of the main entrance. Reception will be temporarily relocated to a demountable in the courtyard at the front of the hospital.
- **Ballina District Hospital** – consultation on the Clinical Services Plan continues.

#### 5.1.9 Matters for Noting

The Board noted the information in the paper: Resilience NSW One Year On.

#### 5.1.10 Important Meetings/ Diary Commitments

- Dr Brian Pezzutti and Ms Deb Monaghan's farewell dinner will be scheduled to a later date to be confirmed.

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

- Mr Peter Carter advised he was on the BDH Clinical Services Plan steering committee and acknowledged the professional and thorough work undertaken by the committee.
- Responding to a query, Ms Weir advised Dr Tim Williams, Executive Director Medical Services is finalising a report on medical workforce across the district and the new Workforce planning role will be specifically looking at workforce requirements for the new TVH.
- Dr Griffin advised he is looking at how the LHD can incorporate charging stations at the new TVH for electric cars and will provide an update in due course.
- Professor Nancarrow provided a further update on the Big Ideas presentations giving an overview of the three finalists and the quality of the presentations were all very good.

Discussion followed on strategies to implement good ideas and innovation across broader sections of the LHD as opposed to silos across the District.

- Mr Grier spoke on the importance of the Board being more visual and engaging with staff. It was agreed that all significant LHD events are to be added to the Board Calendar.

#### **ACTION:**

**The Board Secretariat is to add significant LHD events to the monthly Board Calendar for Board members information.**

- Ms Weir responded to a query regarding how flights are being monitored from Sydney during lockdown. She advised NSW Health is monitoring passengers before boarding flights in Sydney and NSW Police are undertaking random checks on arrival.
- Ms Byrne referred to the KPI's, drawing particular attention to the LHD's excellent result around Patient Experience. Ms Byrne also indicated that HCQC has a deep-dive underway on patient flow and will provide feedback when available.
- Ms Weir responded to a query, explaining the figures around Telehealth Performance for LHD in the NNSW LHD Quarterly Board Report January – March 2021 and provided a

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brief overview of the newly implemented My Virtual Care platform.

- Ms Weir provided an update on the Ambulance offload times and the issues this can cause around bed flow across the LHD. While the newly appointed Patient Flow Unit Manager will not alleviate all the concerns, it will help in moving patients and provide an overall picture of what is happening across the district at any one time.
- Following a discussion in relation to community concern about the future of Murwillumbah Hospital and The Tweed Hospital after the opening of TVH, the Board requested a letter is forwarded from the Board Chair to the MOH, outlining the Board's concerns and seeking advice on the future of these facilities.

**ACTION:**

**Ms Weir is to draft a letter for the Board Chair's signature to the Ministry of Health outlining the Board's concerns about the future of Murwillumbah District Hospital and The Tweed Hospital following the opening of Tweed Valley Hospital.**

The Board acknowledged the excellent work Ms Weir has done in the role of Acting Chief Executive and thanked her for her commitment to the position whilst Mr Jones is on secondment at the MOH.

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) – 13 July 2021.**

Ms Byrne spoke to the HCQC minutes providing an overview of the meeting.

A presentation was made on the Nursing and Midwifery Excellence Program which was well received.

The accreditation assessment scheduled for Tweed/Byron/Murwillumbah has been delayed due to COVID restrictions with no future dates being provided yet. Richmond is still scheduled to proceed in November 2021.

Ms Byrne acknowledged the excellent work of Dr David Hutton, Director Clinical Governance who is retiring from the LHD at the end of July 2021. Ms Byrne requested a letter acknowledging his involvement and commitment during his time with the LHD and the support he has provided to the Committee.

**ACTION:**

**Ms Weir to draft a letter for the Board Chair's signature acknowledging Dr David Hutton, Director Clinical Governance on his dedication and commitment to the LHD and support of the HCQC and wishing him well with his retirement plans.**

Ms Byrne advised the HCQC is expecting an updated report on the Safehaven funding to the December 2021 HCQC meeting.

The Board noted the unconfirmed HCQC minutes.

### **5.2.2 Finance and Performance Committee (F&PC) – 21 July 2021.**

Mr Humphries gave a brief overview of the F&PC minutes.

In relation to performance, Mr Humphries referred to the Chief Executive report and indicated the importance of being vigilant to ensure Triage and ETP figures improve across the LHD.

Dr Moran reiterated the Chair's sentiment, noting that while the LHD finished the year with a much better than expected budget result, next year is already presenting some financial challenges and will need to be monitored closely.

The Board noted the unconfirmed minutes.

**5.2.3 Medical and Dental Appointments Advisory (MDAAC) Committee – 8 July 2021.**

Dr Arthur gave a brief outline of recent appointments and resignations across the LHD.

The Board noted the unconfirmed MDAAC minutes.

Dr Arthur left the meeting at 12.15pm.

**5.2.4 Audit and Risk Committee (ARC) – *next meeting 1 September 2021.***

The Board noted the next ARC meeting will be held 1 September 2021.

Mr Michael Carter advised the ARC Special Finance meeting was held on 16 July 2021 to sign off the Audit accounts.

The Committee noted Mr David Frazer's tenure as Audit and Risk Committee Chair is now complete and the appointment of Mr Mark McCoy as the Audit and Risk Chair has occurred.

**5.2.5 Clinical Planning and Clinician Engagement Committee (CPCEC) – 22 June 2021.**

Ms Weir spoke to the minutes of the CPCEC minutes advising of a good attendance rate. The Committee is progressing quite well and continues to evolve.

The Board noted the unconfirmed CPCEC minutes.

**5.2.6 Community Partnership Advisory Council (CPAC) – *next meeting 2 August 2021.***

The Board noted the next CPAC meeting will be held 2 August 2021

**5.2.7 Research and Innovation Committee (RIC) – 7 July 2021.**

Mr Peter Carter gave a brief overview of the RIC meeting indicating it is a very valuable forum and the separation of research from the HCQC has been very positive and productive.

Mr Carter advised the Emergency Department presentation report was well received and has recommended this report to be provided to the HCQC for consideration and comment.

A brief discussion followed on possible strategies to engage with Universities and Professor Nancarrow indicated this is being addressed.

The Board noted the unconfirmed CPCEC minutes.

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

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Nil for this meeting

**6.1 Major correspondence**

Nil major correspondence

**6.2 NNSW LHD Seal**

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

**6.3 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**

**Update on Climate Sustainability and Healthcare Working Party (CSHWP)**

Mr Peter Carter provided a verbal update on the recent Climate Sustainability Working Party Meeting advising work is continuing on the position description for a Sustainability Officer with the view to be completed by September/ October. The Research and Innovation unit will support the role involving understanding the health impact of climate change.

Mr Peter Carter referred to the recent article in Northern Exposure on CSHWP and advised of the positive responses from several readers.

Solar is proceeding for the carpark at TVH and the LHD is going to market for solar at Byron Central Hospital.

'Caring for Country' features in the MOH plans and the working party will also embrace this.

The working party noted the MOH refers to 'Environmental Sustainability' rather than 'Climate Sustainability' and have discussed the possibility of changing their name. This will be discussed at a future CSHWP meeting.

Mr Peter Carter acknowledged the excellent work undertaken by Mr Matt Long, Director Corporate Services in his role as a member of the working party and the Executive lead for the committee.

**7. Meeting Finalisation**

Professor Nancarrow provided a critique of meeting.

**7.1 Next Meeting**

25 August 2021

Grafton Base Hospital (TBC)

**7.2 Meeting closed**

There being no further official business, the Chair declared the meeting closed at 12.51pm



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

Signed



Date 25/08/21

Mr Mark Humphries  
Chair  
Northern NSW Local Health District Board

**9.55am – 11.00am Presentation by Mr Brett Skinner, Director Finance**

Mr Skinner gave a brief overview of the of the financial year ending 2021 advising the LHD finished the year with a much better result than first anticipated 12 months ago. The EOFY result was general funds \$0.33M unfavourably against the total budget which is .003% of allocated funds. NWAU's were 1.3 % above target due to providing more services for the year than anticipated. Own source revenue continued to be an issue with \$5.1M unfavourable. This continues to also be problematic across the state in general.

Referring to the selected performance indicator for LHD's across the state, Mr Skinner advised the LHD has achieved a great result comparatively for coming in close to budget considering the overactivity.

Mr Skinner advised the NNSW LHD Service Agreement has allocated limited new funds for financial year ending 2022 for general growth. He compared this to previous years showing a significant decrease in funds provided for population growth.

General discussion followed on the specific initiatives around the service agreement, giving a brief outline of the fund allocation for various department and health services.

Mr Skinner explained how NWAU's forecasts are calculated and allocated for the LHD with a current outlook of 1.8% above target. This is in line with potential population growth across the Northern Rivers and Grafton Base Hospital returning to normal pre steriliser breakdown activity levels. With these current projections, EOFY results are anticipated to be significantly overbudget. Mr Skinner has advised this will be monitored closely and the Finance and Performance Committee and the Board will be kept up to date on a month-to-month basis.

Mr Skinner gave an overview of the variance to State price and variance year on year and where the NNSW LHD compares to other districts across the state.

The Budget Principles referred to included:

- to have realistic budgets, NWAU's and FTE targets at site level that may vary to what we have with MOH
- Expense and Revenue strategies held in CE Reserves
- After discussion with MOH we will allocate strategies and revenue targets to sites once we believe they are realistic

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- Current slippage and future slippage will be captured at the CE level and reviewed regularly at PERC meetings
  - High level scrutiny applied to new expenditure requests that do not generate NWAU activity or savings

General discussion ensued on the logistical and cost issues of procuring supplies from a central location that is a considerable distance from our local health services. The Chair advised this is an issue which has been raised at the Finance and Performance Committee meetings and continues to be discussed.

Dr Arthur referred to patient flow through the hospitals and the impact this has on NWAU. Discussion followed around some strategies to increase patient flow and Ms Weir advised further planning is underway to help alleviate these concerns.

Ms Weir referred to the increased number of staff not taking leave due to the impact COVID has placed on travel. Ms Weir advised the Executive Leadership Team is monitoring this.

General discussion followed on workforce across the District, with particular concern of the impact the border closures are having on LHD staff. Ms Weir advised at present there are several positions filled by agency nurses and this has helped fill some vacancies.

The Board **ENDORSED** the NNSW LHD 2021-22 Service Agreement as outlined and requested a letter be forwarded to the Secretary outlining concerns around the impact of population increase and associated costs for the LHD as raised by Mr Skinner and the Finance Team.

The Board thanked Mr Skinner for his presentation and acknowledged the excellent work he and the Finance Directorate provide in managing the budget so well in such difficult times.

Before leaving the meeting, Mr Jones provided an update on the protocols followed by contact tracers when a close or casual contact has been identified. Ms Weir advised as soon as the information is available, the Public Health Unit release these details to the community. Discussion followed around the misinformation on social media and the impact this has had not only on the community but also on the LHD in ensuring all information is assessed and rectified. Mr Jones advised Board members to encourage the community to source all COVID related information from NSW Health or Public Health website.

Ms Weir advised work is continuing around the Vaccination online booking system which is anticipated to be launched soon.

Mr Jones left the meeting at 11.00am.