

1.00Pm – 1.30pm Dr Dean Robertson, General Practitioner/Visiting Medical Officer provided a presentation to the Northern NSW Local Health District (NNSW LHD) Board on Emergency Protocols

Dr Dean Robertson, General Practitioner/Visiting Medical Officer who also works in the Maclean District Hospital Emergency Department provided an interesting and thought provoking presentation on the work that he has undertaken in developing better formatted Emergency Protocols for use by Clinicians.

Dr Robertson advised that in redesigning the Emergency Protocols he used a similar format to Airline Emergency Protocols that are used by airline pilots. Dr Robertson referred to the process that had been used by the pilot of the American Airline that landed in the Hudson River in New York that was a Protocol setting out a step by step process and assisted the successful landing of the plane into the Hudson River with no loss of life.

Dr Robertson showed the difference with current Health Emergency Protocols indicating that in times of an emergency and when Clinicians are in a stressful situation these Protocols can be hard to follow and there can be a risk of Protocols not being followed correctly. In contrast the Airline Protocols are set out in a more user friendly way making it easier to follow in an emergency. Dr Robertson stated that he wanted to emulate the Airline checklists into the design of Health Emergency Protocols that can then be standardised and used across different Health Departments.

Dr Robertson gave examples of the Standard Australian Resuscitation Manual - NSW Health Management of Seizures in children flowchart and Newborn Life Support Protocol flowchart and how these can be more clearly set out in the Airline checklist style. The Board was advised that Harvard Anaesthetists who volunteered to use the new checklist Protocols reduced their critical error rate by seventy-five percent using the new checklists.

Dr Robertson advised that he has established a non-profit Foundation to produce the thirty four Protocols/Manuals and he tabled some of the Protocols that have been developed in the Airline checklist style. The Protocols that have been completed are being considered for approval by the Emergency Care Institute Approvals Committee in the near future, with a view to them being rolled out across NSW Health Emergency Departments (EDs). A website has been established and it is envisaged that a full pdf format will be available for free download of the new Protocols/Manuals from the website. Dr Robertson also stated that he would like to design an App for iPhone use and would envisage that this could be linked to a plasma screen in EDs Resuscitation Bay so the Protocol steps are easily viewed.

A simulator based randomised controlled trial is being released at the Northern Rivers University Centre for Rural Health (NRUCRH) in Lismore and it is hope that around one hundred Clinicians will be part of the trial which will be similar to the Harvard trial that was undertaken with such good results being achieved.

Dr Robertson indicated that ultimately he would like to see a cultural change in medicine so that these types of Manuals become part of the normal process for Clinicians and will lead to improved patient care.

The Chair advised that Clinician engagement and Unwarranted Clinician Variation are two areas of concern to the Board and suggested that this new way forward will go a long way in engaging Clinicians as it is logical, sensible and clear and he expects that Clinicians would embrace this.

Professor Barclay suggested that the Clinical Excellence Commission and the Agency for Clinical Innovation may be supportive of this piece of work.

Dr Ogg applauded the presentation and the great work that is being undertaken, however he noted that more communication is required among the Resuscitation Team and a piece of work which he is involved with and is about to be undertaken which will assist with this.

Ms Symes, Acting Chief Executive suggested that when the new Protocols/Manuals are approved, the LHD needs to undertake work on how they are operationalised.

Mr Humphries noted that there is potential for organisations other than Health Services such as Lifesaving Associations who would benefit utilising these Protocols/Manuals.

The Chair suggested that the submission of work undertaken by Dr Robertson should be made to the NNSW LHD Quality Awards Selection Committee for consideration.

Discussion took place on single Medical Officer EDs and how these are managed. The Board asked for the Acting Chief Executive to develop a paper on single Medical Officer EDs particularly in relation to the surge capacity in tourist locations and the potential over-servicing that is undertaken detailing the implications of this for the LHD to a future Board Meeting.

Action:

The Acting Chief Executive is to develop a paper on single Medical Officer EDs particularly in relation to the surge capacity in tourist locations and the potential over-servicing that is undertaken detailing the implications of this for the LHD to a future Board Meeting.

The Chair thanked Dr Robertson for attending the Board Meeting and providing this excellent presentation and discussion.

1. PRESENT AND APOLOGIES:

Dr Brian Pezzutti (Chair), Mr Malcolm Marshall (Chair), Mr David Frazer, Dr Joe Ogg, Dr Jean Collie, Dr Sue Page, Dr Allan Tyson, Mr Mark Humphries and Ms Rosie Kew.

Via Teleconference: Professor Lesley Barclay, Dr Sue Page, Dr John Moran and Ms Leone Crayden

In Attendance : Dr David Sare as Chair, NNSWLHD Medical Staff Executive Council
Ms Annette Symes (Acting Chief Executive), Mr Murray Spriggs, Ms Jenny Cleaver (Secretariat)

2. Apologies: There were no apologies.

3. Declaration of Pecuniary and/or Conflicts of Interest

There were no declarations of pecuniary or conflicts of interest made.

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.

4. Board Members to asterisk non-asterisked items that they wish to discuss.

The Board Members asterisked Agenda Items 6.3, 6.4, 6.5, 6.6, 6.7, 6.8 and 6.9.

***5. Previous Minutes:**

a) The Minutes of the Board Meeting held on 2 March 2016 as circulated were ENDORSED as a true and accurate record of the meeting.

Moved: Mr David Frazer

Seconded: Dr Joe Ogg

CARRIED

Business Arising from the Minutes:

6.1 Ms Symes is to follow-up on a letter from Ms Elizabeth Koff, MOH on funding from the Commonwealth for short term restorative patients for acute patients.

Ms Symes, Acting Chief Executive advised that she has not been able to identify a letter from Ms Elizabeth Koff, MOH on funding from the Commonwealth for short term restorative patients and for acute patients.

6.2 Ms Symes will provide a Brief to the 30 March 2016 Board Meeting on the arrangements and costings that have been put into place for a Facilitator to conduct a workshop for the NNSW LHD Board to review the current NNSW LHD Strategic Plan Vision and Purpose Statement and the potential to develop branding for the LHD to be held prior to the 29 June 2016 Board Meeting commencing at 8.00am in Lismore.

Ms Symes advised that she is in the process of contacting the proposed facilitators to discuss arrangements and costs for a workshop for the NNSW LHD Board to review the current NNSW LHD Strategic Plan Vision and Purpose Statement and the potential to develop branding for the LHD to be held prior to the 29 June 2016 Board Meeting commencing at 8.00am in Lismore.

Action:

Ms Symes will provide a Brief to the 27 April 2016 Board Meeting on the arrangements and costings that have been put into place for a Facilitator to conduct a workshop for the NNSW LHD Board to review the current NNSW LHD Strategic Plan Vision and Purpose Statement and the potential to develop branding for the LHD to be held prior to the 29 June 2016 Board Meeting commencing at 8.00am in Lismore.

- *6.3 Ms Symes is to ask Mr Wayne Jones, Chief of Staff, Chief Executive Unit to expand the scope of the NSW LHD Education and Training Strategic Plan Expression of Interest in terms of consultation and inclusiveness to include people other than health professionals and community groups in the development and consultation of the Strategic Plan.**

Ms Symes advised that through the Integrated Care Program an appointment of a 0.5 FTE by NSW LHD and 0.5 FTE from the North Coast Primary Health Network (NCPHN) for a Project Officer to work on community based Health Literacy that will interface with the NSW LHD Education and Training Strategic Plan has been approved.

The Board were advised that Mr Wayne Jones, Chief of Staff, Chief Executive Unit is also in discussion with the Southern Cross University, NRUCRH and NCPHN to extend this work involving capabilities and strategies.

The Board endorsed the Recommendation contained in the Brief noting that the Expression of Interest may need to be extended to include the work that is being undertaken on Health Literacy.

- *6.4 Ms Symes is to contact Ms Babbineau to seek a copy of the Grafton Goal Tender document to ascertain proposed models of care and to discuss whether it would be advisable for Ms Babbineau and Mr Chris Puplick, Board Chair, Justice Health to present to the NSW LHD Board on 27 April 2016.**

The Board noted that Mr Chris Puplick and Mr Gary Forrest from Justice Health are presenting to the 27 April 2016 Board Meeting on the development of the Grafton Goal.

The Board were advised that the tender document that has been released is for Justice Health to build a facility outside of Grafton for 1,700 inmates. The Board asked that Dr Tyson and Dr Collie consider particular questions that they would like to pose to the Justice Health representatives on 27 April 2016.

Mr James McGuigan, Executive Director of Finance is to undertake work on the cost implications for NSW LHD in 2016/17 on the service being provided to the current Grafton Remand Centre.

The Board noted that information on the cost implications for NSW LHD in 2016/17 on the service being provided to the current Grafton Remand Centre is to be provided to a future Board Meeting.

Action:

Mr James McGuigan, Executive Director of Finance is to undertake work on the cost implications for NSW LHD in 2016/17 on the service being provided to the current Grafton Remand Centre.

- *6.5 Ms Symes is to request Mr Tony Beashel, Manager Corporate Services to visit the Gold Coast University Hospital with Dr Joe Ogg to view its Rapid Response System and provide feedback to the Board.**

Dr Ogg reported that he has spoken to Tony Beashel, Manager Corporate Services and a visit is to be undertaken to Gold Coast University Hospital to view its Rapid Response

System when they are both available. Dr Ogg will update the Board when this visit has taken place.

- *6.6 Ms Symes and Professor Michael Douglas, Acting Director NRUCRH are to work together in a collaborative manner to look at contractual arrangements that need to be met and to improve efficiencies in relation to those obligations concerning student placements.**

The Board noted that in relation to Student Placement Agreements there will be a reduced number of Universities from which student placements will be provided, however, any student who resides in the local area will have access to student placements.

- *6.7 Ms Symes is to draft a letter to John Roach, Chief Finance Officer, MOH advising that the NSW LHD Board is committed to meeting its performance targets for community care noting that historically NSW LHD has been underfunded and it has tried hard to meet its Finance and Service performance targets.**

The Board noted the letter dated 17 March 2016 to Mr John Roach, Chief Finance Officer advising that the NSW LHD Board is committed to meeting its performance targets for community care noting that historically NSW LHD has been underfunded and it has tried hard to meet its Finance and Service performance targets.

- *6.8 Ms Symes is to follow-up on the process which is in place for the training and use of CT Scanners across the LHD and provide advice to the 30 March 2016 Board Meeting.**

Ms Symes reported that while there is a process currently in place in relation to training and the governance structure of CT Scanners, TTH contracts have been extended for twelve months only and all other CT Scanner contracts are being considered while a formal governance structure is being developed for the whole LHD service.

- *6.9 Ms Symes is to request Ms Lynne Weir, Executive Director Richmond Clarence Health Service Group to provide advice on how the International Medical Graduates (IMG) Program has been successful in relation to the differential between the expected savings and actual savings made.**

Ms Symes advised that a report from Lynne Weir, Executive Director Richmond Clarence Health Service Group on how the IMG Program has been successful in relation to the differential between the expected savings and actual savings made will be reported to the 27 April 2016 Board Meeting.

Action:

Ms Symes is to submit a report from Ms Lynne Weir, Executive Director Richmond Clarence Health Service Group advising how the IMG Program has been successful in relation to the differential between the expected savings and actual savings made.

Ms Symes is to request Dr Richard Buss, Executive Director Mental Health and Drug and Alcohol Service to provide advice to the 30 March 2016 Board Meeting on whether the Mums Using Methadone (MUMS) Program in Grafton has been ceased. The Board noted the information in the Memorandum from Dr Richard Buss, Executive Director Mental Health and Drug and Alcohol Service concerning the continuation of the MUMS Program in Grafton.

6.10 Ms Symes is to follow up with Bernadette Loughnane, Executive Director Tweed Byron Health Service Group in relation to death screening at The Tweed Hospital (TTH) that is not occurring and provide a response to the HCQC.

The Board noted the Brief from Bernadette Loughnane, Executive Director Tweed Byron Health Service Group concerning the governance process of TTH inpatient death screening process.

6.11 The Board Chair is to forward a letter to Dr Peter McMahon, VMO General Practitioner Murwillumbah District Hospital thanking him for his years of service to MDH.

The Board noted the letter to Dr Peter McMahon dated 22 March 2016 from the Board Chair thanking him for his contribution to the Murwillumbah District Hospital (MDH).

6.12 Any other Matters Arising from the Board Minutes

- The Board Chair requested that a letter be forwarded to Ms Susan Pearce, Deputy Secretary, System Purchasing and Performance Division, NSW Health, thanking her for meeting with the Board and undertaking open and frank discussion.

Action:

The Acting Chief Executive is to draft a letter for the Board Chair's signature to Ms Susan Pearce, Deputy Secretary, System Purchasing and Performance Division, NSW Health thanking Ms Pearce for meeting with the Board and undertaking open and frank discussion.

- A letter is to be forwarded to Mr Daniel Hunter, Chief Executive, HealthShare seeking a response to the issues raised during his meeting with the Board on 2 March 2016.

Action

The Acting Chief Executive is to forward a letter to Mr Daniel Hunter, Chief Executive, HealthShare seeking a response to the issues raised during his meeting with the Board on 2 March 2016.

- The Board Chair reported that he has now received information on the allocation of Community Based Funding to all LHDs, and this has been provided to Mr James McGuigan, Executive Director of Finance and Dr Richard Buss, Executive Director Mental Health and Drug and Alcohol Service to assess and a report will be provided to the Board in due course.

- The Board Chair advised that a further letter is to be forwarded to the MOH asking that it make representation to the Commonwealth Pricing Authority on the issue of patients living alone who need to remain in hospital following treatment as they have no-one for care for them and the resultant impact on LHDs. This will be progressed following work being undertaken to address current coding issues across the LHD.

Action:

The Acting Chief Executive, is to draft a further letter for the Board Chair's signature to the MOH following work being progressed to address current coding issues across the LHD asking that it make representation to the Commonwealth Pricing Authority on the issue of patients living alone who need to remain in hospital following treatment as they have no-one for care for them and the resultant impact on LHDs.

7. * Action Table - NNSW LHD Board Resolution & Decision Register.

The Updated NNSW LHD Board Resolution and Decision Register from the 2 March 2016 Board Meeting was noted.

7.1 Changes to Register Items 502 and 507 covered in Item 6 Business Arising.
Noted

7.2 New Register items 515 and 535 were covered in Item 6 Business Arising.
Noted

8. *Chief Executive's Report

Ms Symes referred to the issues that were covered in the Chief Executive's Report to the Board, which included a Ministerial Visit, Temporary Recruitment of the Executive Director Medical Services, Mental Health Projects, National Disability Insurance Scheme, Byron Central Hospital, MDH Maternity Service, MOH/NNSW LHD 2016/17 Service Agreement, Health On A Page, Clinician Engagement, Integrated Care, 2015/16 Budget, Elective Surgery and Emergency Patient Results, Capital Works Projects – LBH Stages 3A and 3B, Byron Central Hospital, LBH Multistorey Carpark, Ballina District Hospital Operating Suite and Medical Imaging Upgrade, TTH Stage 4A, Bonalbo Multipurpose Service, Coraki HealthOne Service, MDH Satellite Renal Dialysis Unit, Pathology North – Tweed Laboratory Upgrade, Maclean District Hospital Rehabilitation Unit, NNSW LHD e-Health, Unplanned Readmissions, Asset Replacement and Refurbishment Program, MOH Secretary Retirement, Chief Executive – NSW E-Health, HealthOne Models, Investing in NSW Regional Infrastructure and Acting Chief Executive Leave.

The Board discussed the following matters:

- The filling of the position of the Executive Director Medical Services and the Board Chair and Acting Chief Executive will further discuss the filling of this position.
- Ms Symes reported on a meeting that has been held with the MOH concerning the NNSW LHD activity and the MOH has indicated that the LHD needs to reach its activity targets otherwise the MOH will seek the return of funding. It was also noted this is

occurring in other LHDs. Ms Symes advised that the NNSW LHD Executive is now predicting that as an LHD it will meet its activity targets. Ms Symes reiterated previous advice that Surgical Category 3 targets will not be met and this will need to be addressed in 2016/17.

- Ms Symes advised that the Maclean District Hospital Rehabilitation Unit now has five beds opened and the service will be ramped up in response to demand.
- The Board Chair noted the Report on Allied Health staffing from Ms Vicki Rose, Executive Director, Allied Health and advised that he has requested Ms Symes to prepare a report for the Board on the current unmet need and moving forward over the next five years in Allied Health in areas such as Occupational Therapy, Social Workers and Dieticians.

Action:

Ms Symes is to submit a further report to the Board on current unmet need and moving forward, over the next five years, in Allied Health in areas such as Occupational Therapy, Social Workers and Dieticians.

- The Board was advised that the official opening of the BCH is 9 May 2016.
- The Board asked to receive information on where the 25 FTE positions that are affected by the introduction of the National Disability Insurance Scheme (NDIS) are located across the LHD.

Ms Symes reported that there is a lot of work being undertaken on the position NNSW LHD should take in relation to the introduction of NDIS and a report will be submitted to the Board in due course for consideration and a decision on the way forward. The Board Chair advised that meetings have been held with some potential NDIS providers.

Action:

Ms Symes is to provide a Brief to the 27 April 2016 Board Meeting on where the 25 FTE positions, that are affected by the introduction of the National Disability Insurance Scheme (NDIS), are located across the LHD.

- The Board noted the Surgery Dashboard Report and asked that the Acting Chief Executive request the MOH to provide advice on how additional funding is provided to Sydney LHD when its results in some areas are now as good as other LHDs, such as NNSW LHD and to also request advice on how accurate the data is that is provided in the Surgery Dashboard Report.

Action:

Ms Symes is to request the MOH to provide advice on how additional funding is provided to Sydney LHD when its results in some areas are now as good as other LHDs, such as NNSW LHD and to also request advice on how accurate the data is that is provided in the Surgery Dashboard Report.

- Ms Symes is to review the results of the Key Performance Indicator Reports for Emergency Treatment Performance and Patient Volumes, Elective Surgery and provide advice as to whether the results are correct to the 27 April 2016 Board Meeting.

Action:

Ms Symes is to review the results of the Key Performance Indicator Reports for Emergency Treatment Performance and Patient Volumes, Elective Surgery and provide advice as to whether the results are correct to the 27 April 2016 Board Meeting.

- Ms Symes reported that NSW LHD has been notified that funding has been allocated for the Older Persons Mental Health Unit of \$1 million. However, \$1.1 million is required to complete the Project and therefore an additional \$100,000 will need to be identified.
- The Board discussed future developments in the LHD and suggested that for future developments being undertaken other commercial organisations should review the project briefings before it is progressed to ensure that the LHD is receiving the best possible development for the funding that is available.
- The Board raised the issue of there being no identified funding sources for the recurrent funding requirements associated with the Rural eHealth Program and noted that this was also discussed in the most recent Finance and Performance Committee Meeting.
- The Board sought advice on the part closure of Lismore Mental Health carpark in preparation for the multistorey carpark opening. Ms Symes is to seek advice from Lynne Weir, Executive Director Richmond Clarence Health Service Group and provide feedback to the 27 April 2016 Board Meeting.

Action:

Ms Symes is to seek information from Lynne Weir, Executive Director Richmond Clarence Health Service Group on the part closure of Lismore Mental Health carpark in preparation for the multistorey carpark opening and provide feedback to the 27 April 2016 Board Meeting.

The Board ENDORSED the Acting Chief Executive's Report.

***9. Strategic and Planning Items**

9.1 Brief on the Board's commitment to undertake a pledge against domestic and family violence

The Board raised concern with the proposed wording of the Banners so that "no" is not used and it was suggested that the wording could be "The Health Service does not accept Domestic and Family Violence". The Board asked that further advice is to be sought from Ellie Saberi, Women's and Child Health Program Co-ordinator on the change to the Banner wording.

The Board requested that in the proposed written pledge that is to be signed by NNSW LHD Board, the word "amongst" the fourth paragraph second line should be replaced to change the context of the sentence.

The Board suggested that there is a need to consider that older people are also recipients of domestic violence and consideration needs to be given to the design of the banners so that it is captive of all audiences.

The Board also requested that the wording referring to the male members of the Board being identified as Champions of Change should to be reworded to become more inclusive.

The Board ENDORSED the wording of the verbal pledge as set out in the Brief.

Moved: Mr Mark Humphries
Seconded: Ms Deb Monaghan
CARRIED

Action:

Ms Symes is to request Ms Ellie Saberi, Women's and Child Health Program Co-ordinator to make changes to the proposed wording on the Domestic and Family Violence Banners and change the wording in the written pledge that the NNSW LHD Board Members are to make and the wording referring to the male members of the Board being identified as Champions of Change needs to be reworded to become more inclusive and is to submit an updated Brief outlining the changes to the 27 April 2016 Board Meeting for further consideration.

9.2 NSW Health Guide to Role Delineation of Clinical Services - consideration of process to be undertaken to review role delineation levels of clinical services across NNSW LHD

The Board noted the interface with the Role Delineation work would be assisted by work being undertaken by Maureen Lane, Manager Planning and Performance on the LHD Clinical Services Plans.

The Board ENDORSED the Recommendations contained in the Brief concerning the launch of the NSW Health Guide to Role Delineation of Clinical Services 2016.

9.3 Brief on The Tweed Redevelopment costs

The Board Chair reported that he has had discussions with Mr Sam Sangster, Chief Executive, Health Infrastructure (HI), the Minister for Health's Office and Mr Geoff Provest, MP, Member for Tweed, concerning The Tweed Hospital (TTH) Redevelopment and it may be necessary to meet with Mr Troy Grant, Deputy Premier to obtain additional funding for the project. The Board Chair advised that he would continue to provide updates to the Board on this matter.

The Board noted the information contained in the Brief.

***10. Minutes – Governance Committees**

10.1 Finance and Performance Committee Meeting (F&PC)

Mr Marshall noted that a verbal report had been provided on the 24 February 2016 F&PC Meeting.

A copy of the unconfirmed 23 March 2016 F&PC Meeting Minutes was tabled.

Mr Marshall spoke of concerns he has in relation to the quality of the data that is being reported at the F&PC. Mr Marshall stated that while he is supportive of a zero based funding model being developed, he noted that this will involve a large piece of work that needs to have a team of Staff working for a definite period of time, possibly six months, to develop this funding model. Mr Marshall indicated that there needs to be analysis of the financial data that is being provided and narrative on the reasons for the results shown which assists with decision-making of the Executive and Board.

Mr Marshall also noted that over the last three months the F&PC Reports show that Visiting Medical Officer costs are increasing while activity is decreasing, and this does not seem possible. While coding issues may be impacting on these results in some way, it would not account for the continued anomalies that the reports are showing, Mr Marshall indicated.

Mr Marshall suggested that more global summaries that identify areas of concern are required which then enables the Board to consider the LHD's results. A set of around twenty indicators on one page would be a preferred way of reporting, Mr Marshall said.

The Board requested that Mr Marshall meet with Mr James McGuigan, Executive Director of Finance to discuss a way forward on how the Finance Directorate can provide more meaningful reports for the Executive and Board and how the work on a zero based budgeting model will be developed over the next few months. Mr Marshall advised that he will provide a report on his discussion with Mr McGuigan to the 27 April 2016 Board Meeting for consideration.

Ms Symes referred to the issue of recurrent funding for E-Health Programs and advised that this matter is being discussed at the Rural Chief Executive's Meeting being held on 31 March 2016 as it is a concern for all LHDs and Mr Wayne Jones, Chief of Staff, Chief Executive Unit is attending that meeting. Feedback will be provided to the 27 April 2016 Board Meeting on this discussion.

Action:

Mr Malcolm Marshall is to meet with Mr James McGuigan, Executive Director of Finance to discuss a way forward on how the Finance Directorate can provide more meaningful reports for the Executive and Board and how the work on a zero based budgeting model will be developed over the next few months and a report on his discussion with Mr McGuigan is to be provided to the 27 April 2016 Board Meeting for consideration.

The unconfirmed Minutes of the F&PC Meetings held on 24 February 2016 and 23 March 2016 were noted.

10.2 Health Care Quality Committee (HCQC)

Ms Kew provided a verbal report on the HCQC Meeting held 8 March 2016.

Ms Kew reported that TTH now has a process for bringing TTH death screening up to date.

The issue around Health Information has been raised and it was noted that currently the LHD does not have a LHD Health Information Manager and there seems to be different processes being undertaken across both Health Service Groups. Ms Symes responded that the Executive is considering that a structure of Health Information Management and the inclusion of a Manager and an educational component will be an integral part of the structure.

Ms Kew noted that a lot of work had been undertaken with focus groups to look at the Between the Flags compliance, also involving end of life planning as part of this process.

It is expected that eMR compliance rates will increase as eMR2 continues to be rolled out and it is anticipated that it will assist with patient planning, which is significant for discharge planning processes.

In relation to the work being undertaken by Dr David Hutton, Executive Director Clinical Governance on unplanned readmissions, the Board were advised that a rapid review of unplanned readmissions is being undertaken on 11 April 2016 with MOH representatives. Ms Symes suggested that Dr Tyson may wish to attend this meeting.

The Board noted concern in relation to the attendance of senior Medical Staff at the recent Integrated Care Workshop and suggested that more Senior Medical Staff need to attend as they are integral in ensuring that Integrated Care is successful.

The unconfirmed Minutes of the HCQC Meetings held on 8 March 2016 were noted.

10.3 Medical and Dental Advisory Appointments Committee (MDAAC)

Dr Tyson provided a verbal report on the MDAAC Meeting held on 10 March 2016.

The Board noted that two VMOs Emergency Medicine for the Tweed Byron Health Service Group (TBHSG) were appointed following deferment at a previous MDAAC meeting due to Human Resource issues. Ms Symes noted that HR process has now been addressed and this situation should not occur again.

The Board noted that a Radiation Oncologist in the TBHSG was appointed as an Honorary Medical Officer to allow him to attend meetings for a definite period.

The Board queried the amount of time a temporary Staff Specialist appointment can be made and whether a previous direction on this matter remains in place and Ms Symes is to seek advice and provide advice to the 27 April 2016 Board Meeting.

Action:

Ms Symes is to seek advice on the amount of time a temporary Staff Specialist appointment can be made and whether a previous direction that was made remains in place to the 27 April 2016 Board Meeting

The unconfirmed Minutes of the MDAAC Meeting held on 10 March 2016 were noted.

10.4 Health Services Development Committee (HSDC)

The Board Chair provided a verbal report on the HSDC Meeting held on 11 February 2016.

The Board Chair advised that Lynne Weir, Executive Director Richmond Clarence Health Service Group, is to submit a report to the HSDC on trauma transfers from LBH. Ms Symes responded that a Trauma Pathway has been developed and the Richmond Clarence Health Service Group has been included in this work and Mr Dan Madden, General Manager Clarence Health Service has been invited to attend the Cross Border meetings.

The issue of there being a limit to the number of locations discharge summaries can be forwarded to was raised and it was noted that the Integrated Care Program is undertaking work to enable admission and discharge summaries to be sent to multiple destinations.

It was noted that the Clarence Valley Health Services Plan has now been endorsed

The unconfirmed Minutes of the HSDC held on 11 February 2016 were noted.

10.5 Audit and Risk Committee (ARC)

Mr Frazer provided a verbal report of the ARC Meeting held on 9 March 2016.

Mr Frazer advised that the ARC Meeting Minutes of the 9 March 2016 will be circulated to the 27 April 2016 Board Meeting for noting.

Ms Symes reported that an Expression of Interest for the temporary appointment of a 0.4 FTE Administration Officer to assist the Internal Audit Manager has now been posted. Mr Frazer did note the difference in the number of NSW LHD Internal Audit Staff compared to other LHDs. Mr Frazer indicated that due to the non-appointment of a full-time Administration Office the Audit and Risk Budget would be \$100K under budget for 2015/16.

Mr Frazer advised that the response rate for the Internal Audit Recommendations has been outstanding and the Internal Audit Manager was complimentary of the LHD Managers in responding so readily to the Audit Recommendations.

Reports were received from Ms Yvette Bowen, Manager Work Health and Safety and Injury Management on Workers Compensation, James McGuigan, Executive Director of Finance on Finance, Dr David Hutton, Executive Director Clinical Governance on Patient Safety and Quality matters and from Craig McNally on the development of the new Enterprise Wide Risk Management System.

Mr Frazer noted that there were some amendments to the Audit and Risk Charter which will be submitted to the next Board Meeting for endorsements.

10.6 NNSW LHD Clinical Council (CC)

Mr Murray Spriggs advised that a verbal report of the CC Meeting held on 9 February 2016 was provided to the 2 March 2016 Board Meeting. Mr Spriggs provided a verbal report of the CC Meeting held on 22 March 2016.

Mr Spriggs reported that a Combined Clinical Council Meeting with the NCPHN had been held.

Ms Kew noted that the discussion centred on matters relating to Integrated Care and transfer of care/discharge planning was also part of that discussion. The NCPHN is supportive of working with NNSW LHD on these important matters.

Ms Spriggs noted that a report was received from a Pain Management Workshop which was held recently which had been well attended.

The unconfirmed Minutes of the CC Meeting held on 9 February 2016 were noted.

10.7 Community Engagement Advisory Council (CEAC)

Mr Spriggs provided a verbal report of the CEAC Meeting held on 21 March 2016.

Mr Spriggs reported the issues discussed at CEAC included information and understanding of NDIS and how this may be problematic across the whole community, a suggestion for the 2016 Community Engagement Conference to have a focus on patient engagement from a GP's perspective and clinical handover from hospital to primary health and requested that for the next CEAC meeting two hours will be allocated to discuss this matter.

Mr Humphries also noted the election of the new CEAC Chair was held over until the next CEAC Meeting date.

10.8 Medical Staff Executive Council (MSEC)

Dr Sare, Chair, MSEC, provided a verbal report of the MSEC Meeting held on 17 March 2016.

Dr Sare reported that there was not a quorum in attendance at this meeting, however, meaningful discussion was held with those in attendance.

Dr Tyson noted that under the Bylaws the MSEC is required to meet twice per year and consideration may need to be given on how to better engage local Clinicians to attend the MSEC Meetings.

Dr Sare reported that the issue of Clinician engagement remains well supported in the development of a short survey tool. Dr Sare indicated that the MSEC has asked that the

Expression of Interest for the Reference Group is circulated to the wider Clinical Councils so that Nursing and Allied Health representatives can nominate for the Reference Group. Dr Sare indicated that he would recommend that the Australian Medical Association Survey Tool be utilised for the survey however this would be subject to MSEC endorsement. Mr Spriggs responded that the Expression of Interest will be circulated this week seeking nominations for the Reference Group. Ms Symes also noted that the LHD Executive has suggested that the Reference Group should be chaired by a Clinician.

Dr Sare referred to the issue of coding across the LHD and proposed that it may be useful if an interested Coder could develop an email "Tip of the Week" which emphasises the importance of ensuring that correct coding occurs.

The MSEC reviewed the NSW LHD Clinical Council Terms of Reference and noted that a new Chair has been appointed.

Following discussion on the cost impact of Rural Doctor Association (RDA) rates treating private patients, the Board Chair requested Ms Symes to provide a report to the Board on RDA rates and private patients.

Action:

Ms Symes is to provide a report on the cost impact of Medical Officers receiving Rural Doctor Association (RDA) rates treating private patients to the 27 April 2016 Board Meeting.

The unconfirmed Minutes of the MSEC Meeting held on 17 March 2016 were noted.

10.9 NSW LHD Interim Aboriginal Partnership Meeting (APM)

Mr Spriggs provided a verbal report of the APM held on 7 March 2016.

Ms Symes also reported that the Casino Aboriginal Medical Service still has a shortfall and the LHD may be able to transfer some funding to complete the fit-out to complete the building. Planning is also continuing for the Jubullum Health Post. Mr Spriggs advised that the next APM is to be extended by thirty minutes.

Mr Spriggs is to include an item on the next APM Agenda for June 2016 on the proposal for the renaming of NSW LHD Hospitals.

The unconfirmed Minutes of the APM Meeting held on 7 March 2016 were noted.

10.10 NSW LHD Mental Health Forum (MHF)

The Board noted the next meeting of the MHF is scheduled on 11 April 2016.

10.11 Health Education Workforce Research Forum (HEWRF)

The Board noted that the next HEWRF meeting is still to be scheduled.

10.12 Minutes of the Drug and Alcohol Community Advisory Committee (DACAC)

The Board noted the next meeting of the DACAC is scheduled on 13 April 2016.

***11. Items for Decision/Resolution**

11.1 Brief on proposed Terms of Reference for the development of the NNSW LHD Reconciliation Action Plan (RAP)

The Board Chair advised that as he will be overseas in May 2016 and will not be able to attend the launch of the NNSW LHD RAP and he has asked Ms Deb Monaghan to represent him with the launch of the RAP.

The Board requested that the NNSW LHD outline its support for joint appointments of LHD Staff and other Service Providers and that this relates to the NNSW LHD Employment Strategy.

The Board ENDORSED the draft RAP and Terms of Reference with the inclusion of wording to identify support for joint appointments of LHD Staff and other Service Providers.

12. Items without Notice/Late Business

- The Board Chair referred to an invitation to the Essentials of Care Showcase being held on 26 May 2016 at the Australian Technology Park Eveleigh. The Board Chair sought nominations to attend the Showcase as he is not able to attend. The Board nominated Professor Lesley Barclay and Ms Deb Monaghan. Mr Spriggs is to provide information on the Essentials of Care Showcase to Professor Barclay and Ms Monaghan.
- The Board Chair referred to an article in The Age newspaper written by Dr Ian McPhee, concerning Assisted Dying: the difficult conversation we need to have. A copy of this article is to be circulated to all Board Members for their information.
- An invitation from the NCPHN to Integration Symposium, networking lunch and seminar for Health Leaders on 28 April 2016 is to be circulated to all Board Members for their information.
- The Board Chair referred to an article titled "Bowel Cancer Scandal" which will be circulated to all Board Members for their information.
- The Board Chair referred to an article in the Australian Medicine Magazine by Professor Stephen Leeder titled "Rural health: the continuing challenge" which will be circulated to all Board Members for their information.
- Dr Moran noted that the Murwillumbah District Hospital still has the classification of Outer Metropolitan and as a result does not attract any funding under the modified Monash model, and this needs to be reviewed. The Board Chair responded that he will discuss this matter with the local Member.
- The Board Chair indicated that he will be making representations to the MOH to obtain appropriate funding to undertake additional surgery lists to address waiting surgery patients.

- The Board raised concern that the Dental Clinic space at the Yamba Community Health Centre is not fully operational and suggested that consideration may need to be given to renting the space to a private dental provider. Ms Symes advised that she will look into this proposal and provide advice to the 27 April 2016 Board Meeting.

Action:

Ms Symes, Acting Chief Executive is to provide advice to the 27 April 2016 Board Meeting concerning the potential to rent the Dental Clinic space at the Yamba Community Health Centre.

- The Board also suggested that consideration be given to using the Yamba Community Health Centre to operate Maclean Community Health which would then enable the Maclean Hospital accommodation to be used for students and other services. Ms Symes advises that she will look into the suggestion and provide advice to the 27 April 2016 Board Meeting.

Action:

Ms Symes, Acting Chief Executive is to provide advice to the 27 April 2016 Board Meeting on the potential to move Maclean Community Health to the Yamba Community Health Centre and utilising the Maclean District Hospital space for students and other services

- Mr Marshall provided an update on the current Chief Executive recruitment process.

13. Items for Noting

13.1 Letter from Dr Ian McPhee dated 3 March 2016 thanking the Board Members for hosting a dinner for him on 2 March 2016
Noted

13.2 Letter to Ms Fiona Nash, MP Minister for Rural and Regional Health concerning the use of Medicare funds
Noted

14. Items for Information:

14.1 Letter from Dr Mary Foley, Secretary, NSW Health concerning leadership on Domestic and Family Violence Issues
Noted

14.2 Letter of response from Warren Tozer, Chairman, Northern Region SLA Helicopter Rescue Service in response to letter from Dr Brian Pezzutti, dated 24 March 2015.
Noted

15. Close of Meeting

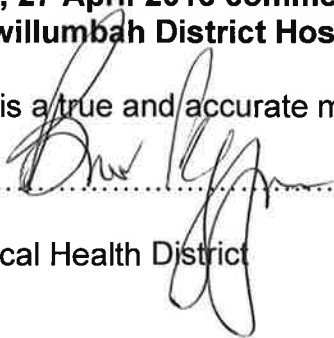
There being no further official business, the Chair declared the meeting closed at 4.55 pm

16. Date and Time of next Board Meeting

Wednesday, 27 April 2016 commencing at 12.30pm in the Marie Smith Meeting Room, Murwillumbah District Hospital, Ewing Street, Murwillumbah

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

Signed
Dr Brian Pezzutti
Northern NSW Local Health District



Date 3/4/16