

**Western NSW Local Health District**  
Western NSW LHD Board Meeting August 2020  
Poplars Meeting Room, Orange Health Service or Executive Conference Room Hawthorn  
St Dubbo via video  
Wednesday 5 Aug 2020, 10:00 — 15:00 AEST

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## **ACKNOWLEDGEMENT OF COUNTRY**

The meeting commenced at 10.00am with the Chair providing an Acknowledgement of Country.

## **Attendance of Members**

Scott Griffiths (Chair), Dr Joseph Canalese, Darren Ah See, Fiona Bennett, Jason Cooke, Dr Colin McClintock, Paul Mann, Amanda O'Brien, Joan Treweeke, John Walkom (10.30am).

## **In Attendance**

Scott McLachlan, Chief Executive; Mark Spittal, Executive Director Operation; Josh Carey, Executive Director Planning, Performance and Funding; Jo Lemmich, A/Executive Director Quality, Clinical Safety and Nursing; Dr Liz Kennedy, DMSEC; Lauren Nott, Secretariat.

**1 Apologies**  
Nil

**2 Conflicts of Interest**  
Nil to add

**3 Draft minutes of Board meeting held 1 July 2020**  
Minutes of the meetings held 1 July 2020 were endorsed by the Board.

**4 Action Register from Board meeting held 1 July 2020**  
Progress on action items was noted.

**5 Chair Report**  
The Chair advised he dialed in to a number of meetings including a meeting for Board Chairs and a meeting with the Secretary. These were mainly focused on COVID activities, responses and talk re clusters. The next Board Chairs meeting is to be held in Sydney with a change in format and a new chair (NSLHD).

The Chair and CE attended a meeting with Cowra Health Council in July. The meeting was positive and the group engaged. Discussions included COVID and the new health facility plans.

The Chair met with Ms E Koff re CE performance review. This will be discussed in more detail in today's closed session.

**6 Chief Executive Report**  
In addition to the written report which was noted by the Board, the Mr McLachlan flagged:

Mudgee Redevelopment

- The new facility at Mudgee was officially opened with Dr Canalese attending on behalf of the Board and Mr Spittal for the CE. The community and staff seem pleased with the new facility. Dr Kennedy, advised there have been some

challenges with changes in practice and teething issues. Most have been resolved and overall this has been a very positive move. Additional parking and helipad will be added when the old building has been demolished.

- Performance remains good with the LHD ending the financial year on budget.
- The 20/21 budget has been received (in today's meeting papers). Active dialogue continues with MoH.

#### COVID-19 Update

- There is an active COVID case in Orange. Ten close contacts were identified and all was well managed.
- The situation in NSW was outlined. 95% of cases in the last month have been related to known clusters. Remainder, while low, are a cause for concern.
- LHD preparation continues including engagement with residential aged care (RAC) facilities. A 'Community of Practice' with RACs from across region was held yesterday. All facilities in the region have active COVID plans. A response team has been established to step into facilities if needed.
- Mobile testing teams continue working across the LHD with a drive through testing centre and fever clinic stood up in Orange over the weekend.
- The number of visitors traveling through the district is of concern and it is anticipated there will be cases in future.
- A discussion was held regarding COVID and the response to outbreaks in aged care facilities. The current policy in NSW is to assess the situation looking at the capacities of the hospital and aged care facility to isolate patients and manage the situation. Most RACs in the LHD have transfer to hospitals as first response. The LHD has the ability to go in quickly with a team to assess and manage. Staff have been upskilled in swab testing so residents won't have to leave facilities to be tested.

#### New Schools of Rural Medicine

- The new joint medical program with focus on Orange and Bathurst was discussed. Detailed planning has commenced and meaningful engagement is progressing. Dubbo will see a similar system to be used re delivery of teaching. Planning is not finalised. Dr Kennedy provided further information as discussed at the MSEC meeting including engagement of students over multiple sites.

#### New Closing the Gap targets

- The LHD is refreshing the Aboriginal Reconciliation Action Plan including service delivery components. An analysis of targets in the national plan is being undertaken to ensure the LHD targets are in line with these. Director Ah See noted the new plan is better but success will depend on clear processes and all working in collaboration.

The new HealthOne at Lightning Ridge opens tomorrow with positive reviews to date.

### **6.1 WNSWLHD Performance Scorecard**

The scorecard was noted by the Board. The lower levels in EDs etc of electronic discharge summaries are due to fever clinic presentations.

### **6.2 NSW Health League Table - June 2020**

The June 2020 League table was noted by the Board.

### **6.3 COVID Statewide Surveillance Report**

The statewide surveillance report to 25 July 2020 was noted by the Board.

## **7 Clinical Operations**

### **7.1 Executive Director Clinical Operations Report**

Mr Spittal spoke to the report which was noted by the Board and highlighted priorities moving forward:

- Dubbo redevelopment – Behind in some work due to COVID eg radiation oncology, cardiology. Work has commence to catch up.
- Northern medical tender is in midst of market sounding. The focus of the tender is to improve the value of medical services across the northern region.
- Lachlan maternity –have re-engaged MoH statewide adviser.
- A deep dive into logistics of patient transport service has identified areas of improvement.
- Draft Operations Directorate Annual Priorities 2020-21 – There will be more detailed measures and KPIS in the more detailed plan including areas such as Meaningful Gains in Aboriginal Health.
- Bathurst MH inpatient services – the pilot project is to be evaluated in November. Services are due to resume at the start of 2021 but the model will depend on the outcome of the evaluation. Service gaps identified will be considered as part of evaluation.
- Elective surgery – Figures include endoscopy recovery program. At site level, modelling has been done on category 1 and 2 over next nine months including shifting from base sites to other sites where capacity is available. Bathurst has committed to using the private hospital to the end of the year including a fortnightly orthopaedic list. Dubbo has over 70 lists at private hospital being worked through. Orange levels are low as in the past targets were exceeded therefore there is less to recover in future. Responses will be targeted to where the need is.

Concern was expressed by the Board re wellbeing of staff in the directorate and the continued capability to deal with extraordinary loads at present. Mr Spittal advised the concern varies with different parts of team dealing with immediate as well as ongoing issues. The challenge is to focus on day to day realities as well as considering larger issues.

## **8 Planning, Performance and Funding**

*Mr Carey joined the meeting.*

### **8.1 Financial Performance Report**

Mr Carey spoke to the report which was noted by the Board and highlighted:

- EOFY - came in on budget for expenditure
- July Unfav result is anticipated in part due to COVID expenditure which is in excess of \$2M for month. This includes pop-up clinics (staffing), pathology, PPE. It is unsure if these costs will be reimbursed.

### **8.2 Finance & Performance Committee 28 July 2020 draft minutes**

The draft minutes of the Finance and Performance Committee were noted by the Board.

### **8.3 Finance & Performance Committee Chair Comments**

The Chair highlighted the service agreement and budget were key issues. Capital works are generally on track.

#### **8.4 WNWLHD 2020-2021 Service Agreement Update**

Mr Carey spoke to the brief and interim agreement which were noted by the Board. An update was given highlighting the process and changes. A discussion was held.

The LHD will be reporting on a 12 month view as per previous years. The LHD may have unfavourable reports if the Ministry is reporting on the 48% funding as per the interim agreement.

The Board expressed concern that there are a number of areas of uncertainty and factors that will make meeting targets difficult. It is the Board's intention to meet the targets in the agreement as best as possible

The Board acknowledged the efforts put in by all last year to assist the LHD to come in on budget.

##### **Recommendation**

The Board approved the Interim Service Agreement  
All members were in favour

#### **8.5 WNWLHD 20-21 Budget**

Mr Carey spoke to the brief and budget which were noted by the Board. A presentation was given (refer to papers).

##### **Recommendation**

The Board approved the 20-21 Budget as outlined in the briefing document and attached paper.  
All members were in favour

### **9 Health Precinct Strategy**

*Mr Damien Pfeiffer, Director Western Region, NSW Planning joined the meeting*

Mr McLachlan gave a brief background on the Health Precincts strategy and introductions were made.

Mr Pfeiffer gave a presentation (refer to papers) and a discussion was held.

In addition to the presentation Mr Pfeiffer advised:

- Cowra service planning consultation process has been underway for a few months and includes consideration for a health precinct.
- Conversations have been held with various joint council groups to progress planning in other council areas. This is the first step in discussions with treasury into the future.

*Mr Pfeiffer left the meeting.*

### **10 WNSWLHD Strategic Plan 2020-2025 Update**

*Ms Maryanne Hawthorn, Director HIU Planning, Performance and Funding and Ms Angela Firth joined the meeting*

Ms Hawthorn and Ms Firth spoke to the brief and WNSWLHD Strategic Plan 2020-2025 and a discussion was held. Changes and updates for the strategic plan were outlined. It was noted terminology is now in line with the service agreement document.

Director Bennett to send minor content feedback to Ms Firth out of session. Other comments were raised and discussed and will be taken on board.

A discussion held re Ngangkari traditional healing clinics. An evaluation of this project is to be brought back to a future Board meeting.

#### **Motion/Recommendation**

The Board approved the final draft of the WNSWLHD Strategic Plan 2020-2025 subject to the considerations as discussed.

All members were in favour.

Next steps and planned release were outlined. Early release on 25 August to District Leadership Forum and broad release September.

*Ms Hawthorn and Ms Firth left the meeting*

### **11 Quality, Clinical Safety and Nursing**

*Ms Jo Lemmich, A/Executive Director Quality, Clinical Safety and Nursing joined the meeting.*

#### **11.1 Patient Story - Virtual Care Reviews**

Ms Lemmich spoke to the patient stories and the lessons for learnt.

#### **11.2 Executive Director Quality, Clinical Safety and Nursing Report**

Ms Lemmich spoke to the report which was noted by the Board highlighting:

- Accreditation remains on hold at present. Continuing to work with CEC on new national aged care standards which are to go live Jan 2021.
- Nursing workforce – There is confidence that new graduate positions will be filled.

#### **11.3 National Standards Attestation Statement**

Ms Lemmich spoke to the brief and attached documents which were noted by the Board.

#### **Recommendation**

The WNSWLHD Board endorsed the National Standards Attestation Statement with the Board Chair and CE to sign the statement.

*All members were in favour*

#### **11.4 Health Care Quality Committee (HCQC) Meeting 22 July 2020 draft minutes**

The draft minutes from the HCQC meeting were noted by the Board.

#### **11.5 HCQC Chair Comments**

Director O'Brien highlighted:

- The self-evaluation of board sub committees was discussed at the meeting and HCQC will do an annual evaluation at the same time the ToR are reviewed.
- 2019-20 Q&S account – MoH has just released requirements which are very different to previous versions. This will be a public facing document with a rural health care theme, produced in similar style to the strategic plan.

*Ms Jo Lemmich left the meeting.*

*Director Ah See left the meeting.*

## 12 Audit and Risk

### 12.1 2020 Corporate Governance Attestation Statement

Mr McLachlan spoke to the brief and attached documentation which was noted by the Board.

#### **Recommendation**

The Board approved the Statement for submission to the Ministry of Health's Corporate Governance and Risk Management Unit and that signatures be affixed to the first and the final pages of the Statement to reflect this approval.

*All members were in favour*

### 12.2 Enterprise Risk Register (ERR)

Mr McLachlan spoke to the brief and supporting documents. A discussion was held:

- It was asked why all ratings were rated highly. It was explained risks have been rated against the state risk matrix.
- It was noted there were a number of similar treatments and that the ERR is a 'living' document so will mature as time moves on.

Mr Carey will take feedback to Ms Robinson, noting ELT have not seen this version of the document due to the timing to come to the Board.

The document will be refined and go back through ARC.

#### **Recommendation**

The Board did *not* endorse the eight strategic enterprise risks as outlined.

*All members were in agreement.*

### 12.3 Draft Minutes Audit and Risk Committee Meeting 15 July 2020

The draft minutes from the Audit and Risk Committee meeting were noted by the Board.

### 12.4 Audit and Risk Committee Rep comments

Director Bennett advised the meeting was held to endorse the 2019/20 draft financial statements for submission to the auditors. The ARC noted the extremely high standard of papers.

## 13 Medical and Dental Appointments Committee (MADAAC)

### 13.1 MADAAC meeting held 15 July 2020 draft minutes

The draft minutes and recommendations from the MADAAC meeting were noted by the Board

### 13.2 MADAAC Chair Comments

Director Treweeke highlighted there was a short agenda for the month however the number of temporary appointments has not reduced.

A discussion was held on what is required in an annual report from MADAAC to the Board.

**14 District Medical Staff Executive Council (DMSEC) - Dr Liz Kennedy**

**14.1 Draft Minutes DMSEC Meeting 21 July 2020**

The draft minutes of the DMSEC meeting were noted by the Board.

**14.2 DMSEC Representative Comments**

Dr Kennedy gave a summary of the DMSEC meeting highlighting the CSU rural school discussion. There was a general positive feel after the discussion with some concern expressed at juggling students from multiple sources, clinical exposure, quality placements as student numbers increase.

**15 General Business and Business Without Notice**

**15.1 Audit Office - HealthShare NSW contract management capability procurement**

Mr McLachlan spoke to the brief and accompanying report which was noted by the Board. A brief discussion was held.

**15.2 Audit Office - Mental health service planning for Aboriginal people**

Mr McLachlan spoke to the brief and accompanying report which was noted by the Board. A brief discussion was held including a summary of work being undertaken across the LHD.

**Recommendation**

The Board acknowledged the contributions that Ms Donna Stanley, District Coordinator Aboriginal MHDA, Western NSW Local Health District, made to the project.

*All members were in favour.*

**16 Closed Session - Chief Executive Performance Appraisal**

Mr McLachlan, Mr Spittal, Mr Carey, Mr Fahy, Dr Kennedy and Ms Nott left the meeting while the closed session was held.

**17 Reflection of Meeting**

A brief discussion was held. It was noted that there were a high number of papers to take in and it is challenging to manage the agenda timing.

**There being no further business the meeting was closed at 3.20 pm**

Signed:  Date: 02 September 2020