

Western NSW Local Health District
Western NSW LHD Board Meeting December 2018
Canowindra Soldiers Memorial Hospital
Wednesday 5 Dec 2018, 9:00 — 15:00 AEDT

WELCOME/ACKNOWLEDGEMENT OF COUNTRY

The meeting commenced at 9.00 am with the Chair providing an Acknowledgement of Country. Introductions were made.

Ms Janice Rumph, HSM, welcomed the Board and spoke to the briefing regarding Canowindra Soldiers Memorial Hospital prior to a tour being conducted.

Attendance of Members

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

In Attendance

Scott McLachlan, Chief Executive; Mark Spittal, Executive Director Operations; Dr Paul Bloomfield, MSEC; Lauren Nott, Secretariat.

1 Apologies
Nil

2 Conflicts of Interest
Remove reference to Western Community Council for Director O'Brien

Action:
Conflicts register to be updated.
Action By: L Nott *Action due: ASAP.*

3 Minutes of Board meetings held 7 November 2018

3.1 Board meeting draft minutes 7 November 2018
Minutes of the meeting were endorsed as a true and accurate record with minor amendments.

Moved: Director O'Brien *Seconded: Director Bennett* *All in favour*

3.2 Annual Public Meeting draft meeting notes 7 November 2018
Notes of the meeting were endorsed as a true and accurate record

Moved: Director Bennett *Seconded: Director O'Brien* *All in favour.*

4 Action Register from meeting held 7 November 2018
Progress on action items was noted by the Board

5 Chair Report

The Board Chair reported on the following:

- The Chair attended the recent Aboriginal Health Forum, along with Directors O'Brien and Ah See. The Chair gave an overview of day 1 of the forum including two key note

speakers. Director O'Brien gave highlights of day 2 which included projects being undertaken. These were all very inspiring.

- The Chair attended the 30th anniversary of RDN which was well attended by GPs, RaRMS, cadets past and present, other partner organisations. The partnership with WNSWLHD and RDN continues to grow.

6 Chief Executive Report

In addition to the written report, the Chief Executive reported:

- Quarterly performance review with MoH – the LHD remains on level 0. Performance remains strong across all major KPIs.
- The new Executive Director (ED), Quality, Clinical Safety and Nursing role has been approved and is currently being advertised with the intent to interview prior to Christmas. Mr Gerard Rooney is consulting with the teams affected and other EDs re potential shift in portfolios.
- Leave management plan is in place for Christmas/New Year. This will be along the same lines as previous years and has been approved by MoH.
- Murray Darling Medical School – Details are still being worked on. Health precinct planning includes robust conversations with all groups re co-location, co-funding etc. A draft letter was presented to the MSEC re concerns which were discussed. It was agreed for the letter to be finalised and sent to the universities. Dr Bloomfield advised MSEC addressed a number of issues including a lack of clarity on what will be delivered and if it will address long term plan to increase the number of rural doctors.
- Security in Hospitals review – Mr Peter Anderson has been engaged by MoH. The CE advised he is on the review steering committee. Site visits will be taking place as part of the review. Draft report due mid Feb 2019.
- Western Cancer Centre Dubbo – additional funding questioned. Discussions have been held re this and Dubbo redevelopment stages 3 / 4 funding going forward. Mr Spittal gave an update on issues and resolutions reached. There may be additional funding needed. The CE continues to raise this issue with MoH.
- Tresillian and Karitane – Tresillian has been funded to set up in five rural locations including Western NSW and are starting to recruit staff in Dubbo. The LHD is leasing a location for them and will be able to co-locate staff. Dr Bloomfield advised investment at a young age will pay off in the long term and Karitane and Tresillian will address some of the service gaps within the LHD.

6.1 Monthly Performance Scorecard

In addition to the written report the Board were advised RCAs completed in 70 days is still an issue. Additional people are being trained which will assist in completions. The RCA processes are being reviewed. There will be new legislation which will impact on this. Draft policy directives have been developed by MoH.

6.2 NSW Health League Table - October 2018

The information provided was noted by the Board.

7 Clinical Operations

7.1 Executive Director Clinical Operations Report – Mr Mark Spittal

In addition to the written report which was noted, the Board were advised:

- Financial position – some improvements in a number of areas. Lachlan GP VMO locum situation continues.
- Work on medical models continues.
- Deterioration in acute access targets, reflects increased activity in October.

- Patient flow and remote support project continues. On track to go live with expanded service after Christmas.

8 Finance and Performance

8.1 Executive Director Finance Report *(Mr Josh Carey, Executive Director Finance joined the meeting via video and Megan Mercer and Joe Fuller joined the meeting in person)*

In addition to the written report the Board were advised

- October \$360k favourable for NCOS, revised full year forecast \$2M unfavourable.
- Christmas slowdown has been included in budget flow.

8.2 Finance & Performance Committee Draft Minutes 28 November 2018

The minutes from the meeting of the F&P Committee were received by the Board

8.3 Finance & Performance Committee Chair Comments

The Board Chair highlighted:

- HIU and ongoing development will assist with future reporting
- Redevelopments across the LHD were discussed.

8.4 Health Intelligence Unit: Power BI

The CE gave an introduction and background of the HIU and progress made to date. Tricia Linehan will be giving a broader strategy overview in the new year.

A presentation was given and discussion held. The new performance scorecard and Power BI portal were demonstrated.

Mr Carey, and Ms Mercer, Mr Fuller left the meeting.

9 Quality and Safety

9.1 Video - Quality Project (Parkes)

The video was noted and discussed by the Board.

9.2 Executive Director Quality and Safety Report

The information was noted by the Board.

9.3 HCQC Draft Minutes 28 November 2018

The minutes from the meeting of the HCQC were received by the Board

Revised Terms of Reference

Director O'Brien spoke to the revised terms of reference. The revised terms of reference were discussed and endorsed

Motion:

The revised terms of reference for the Health Care Quality Committee were endorsed by the Board.

Moved: Director O'Brien

Seconded: Director Mann

All in favour

9.4 Health Care Quality Committee Chair Comments

The HCQC Chair gave highlights including:

- RCAs, quality and safety taskforce changes

- Streamlining of reporting will be draft in Jan and Feb to compare with previous reports
- Falls committee has reformed, reviewed TOR. Other committees reporting to HCQC will be reviewed.
- PET data – difficulty in getting completion of data.
- Executive Director, Aboriginal Health and Wellbeing, Brendon Cutmore will now join HCQC.

Motion:

It was moved that the position of consumer representative be readvertised. The LHD will aim to develop a pool of consumer representatives who can assist across various strategies.

Moved: Director O'Brien

Seconded: Director McClintock

All in favour

10 Medical and Dental Appointments

10.1 Medical and Dental Appointments Advisory Council meeting draft minutes 21 November 2018

The minutes from the meeting of the MADAAC were received by the Board

10.2 Medical and Dental Appointments Advisory Council Chair comments

Director Treweeke advised the final MADAAC meeting for 2018 will be held next week. As at 4 December there are 10 outstanding appointments to be made. If these are not presented for the meeting next week the doctors will be offered three month contracts.

11 Audit and Risk

11.1 Audit and Risk draft minutes 15 November 2018

The minutes from the meeting of the Audit and Risk committee were received by the Board

11.2 Audit and Risk - comments

Director Bennett advised

- Final management letter tabled by external auditor, no concerns were raised.
- Lengthy conversation held re risk management.

12 District Medical Staff Executive Council Update - Dr Paul Bloomfield

Dr Bloomfield advised MSEC meeting discussed:

- Issues around workplace culture and staff wellbeing. Conscious Board is aware of this issue. Trying to gain input from members on what could help build staff confidence, morale and performance. Suggestions include training of all senior staff in positive communication, robust HR staff wellbeing capacity. CE work being done across LHD has seen some improvements. Was also raised at DLF. Survey data needs to be interrogated further to allow targeting of effort, LHD is awaiting further data from PMES. Dr Bloomfield outlined a number of measures being undertaken at Orange Health Service including developing mentor program for JMOs, JMO committee/support group. The Board were pleased this is being discussed at the MSEC and at other levels.
- Appreciate invitation to come to Board meeting.

13 General Business & Business Without Notice

13.1 Enterprise Risk Management – Risk Appetite (*Ms Judy Robinson joined the meeting via video*)

The CE advised the Board workshop to be held 23 January 2018 will revisit risk appetite statement, reflect on checklist re good governance, look at updated Enterprise risk register. The workshop will also look at planning.

Ms Robinson spoke to the paper and outlined way forward including.

- Plan to develop scenarios based on current risk register
- Look at tolerances, KPIs etc
- Address priorities and enablers
- Will send info out before Christmas

It was agreed Ms Robinson is to develop documents analysing how to address APRA report; leave aside previous risk statement and focus attention on top 10 risks; develop risk tolerance and develop KPIs for these.

Workshop to be held 8.30am to 2.30pm, 23 January 2019 in the Executive Conference Room, Hawthorn St Dubbo. The first three hours will cover the ERR discussion, Mr Fahey and Ms Mitchell will then join the Board for the discussion re capital and strategic planning.

Ms Robinson left the meeting

13.2 People Matter Employee Survey

The CE spoke to the correspondence and action plan which was noted and a discussion held:

- ED Workforce has spoken to all facilities and units in developing action plan.
- Actions and accountabilities to be sharpened, time frames allocated.
- A quarterly league table with 11 KPIs has been created to assist monitoring culture.

Action:

1. *CE to send back to EDW to update*
Action by: Mr McLachlan *Action due: ASAP*
2. *Chair to review and send off letter of response to Minister*
Action by: Board Chair *Action due: 20 December 2018*
3. *Board Secretary to circulate action plan and letter to minister to the Board.*
Action by: Ms Nott *Action due: 31 December 2018*

13.2 Clinical Streams Update

The CE spoke to document which was noted and a discussion held:
A list of streams and membership is to be made available to the Board

Recommendation:

The Board noted the update

Action:

Board Secretary to get list of streams and members and circulate to the Board.
Action by: L Nott *Action due: 31/12/18*

13.3 Mudgee Redevelopment

CE advised that at the recent ESC meeting the CE and chair agreed to a number of recommendations including to the release of contingency and change in scope.

These decisions were supported by the Board.

The CE gave an update on progress of health precincts. Work is progressing on Orange and Dubbo. The consultant will be doing a body of work for a Mudgee Health Precinct.

13.4 Goodooga

Director Treweeke raised an issue re community expectations of services at Goodooga.

Action:

Executive Director, Operations to discuss operational matters re Goodooga. with HSM, Lightning Ridge.

Action by: Mr Spittal

Action due: 31/12/18

13.5 Directors of finance and finance chairs meeting

Director Bennett gave summary of the meeting she attended last week on behalf of the Chair and advised Mr D Hunter has been invited to attend the LHD. A consistent theme on the day was the higher recurrent costs on new developments.

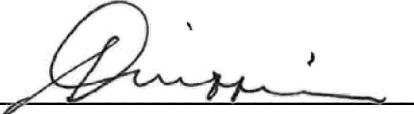
CE advised negotiations for next service agreement will commence in near future and recurrent costs for service enhancements for redeveloped facilities are on the agenda. A large body of work has already been done in preparation for discussions. Feedback will come to the Board following the first round negotiations.

14 Reflection of Meeting

Discussion held.

The Chair thanked Dr Bloomfield for attending and for his input

There being no further business the meeting closed at 3.25 pm

Signed: 

Date: 6 February 2019