

**Western NSW Local Health District**  
Western NSW LHD Board Meeting September 2018  
Board Room, Heritage Building Bathurst Health Service  
Wednesday 5 Sep 2018, 9:30 — 16:00 AEST

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The CE and Board congratulated Ms Marshall on her recent appointment as GM, Bathurst.

Ms Marshall welcomed the Board and spoke to the briefing regarding Bathurst Health Service prior to a tour being conducted of community health and ambulatory care.

**WELCOME/ACKNOWLEDGEMENT OF COUNTRY**

The meeting commenced at 10.55 am with the Chair providing an Acknowledgement of Country. The Chair advised Director Maher is unwell. The Board expressed their concern and best wishes.

**Attendance of Members**

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

**In Attendance**

Scott McLachlan, Chief Executive; Mark Spittal, Executive Director Operations; Josh Carey, Executive Director Finance (refer to minutes), Lauren Nott, Secretariat.

**1 Apologies**

Julie Ann Maher, Paul Mann.

District Medical Staff Executive Council representatives were not available to attend the meeting.

**2 Conflicts of Interest**

Nil to add

**3 Minutes of Board meeting held 1 August 2018**

Minutes of the meeting 1 August 2018 were endorsed as a true and accurate record.

*Moved: Director A O'Brien*

*Seconded: Director J Canalese*

**4 Action Register from meeting held 1 August 2018**

Progress on action items was noted by the Board

**5 Chair Report**

The Board Chair reported on the following:

**Training and Assessment Return** – Chair spoke on the training and assessment return which has been submitted to the MoH and reinforced that there is an expectation members will keep abreast with information and updates on changes re the functioning of a Board within the health system and the broader community of boards.

**Board performance evaluation** – The issues paper was noted by Chair. A discussion was held on how the Board would like to review/ evaluate performance going forward. It was agreed that there should be a more formal assessment and training undertaken by the Board for example an individual internal assessment annually and externally every few years. This could include an assessment of the Chair.

### Actions

Directors to provide feedback via Convene or email to Board Secretariat on Issues Paper: Board Performance Evaluation

Action by: All Directors Due: 19 September 2018

The Chair is to create a questionnaire to send out to Board members (via the Secretariat) for feedback re personal assessments.

Action by: Chair Griffiths Due: 3 October 2018

**South Orange Activation Zone** – The Chair attended a workshop which looked at health planning for future years. There was a strong agreement for a government precinct including health, DPI, education. The workshop involved Dept planning, Orange Council, other stakeholders. A consultant has been commissioned to come back with a report.

The CE added the workshop arose from the LHD Health precincts strategy. Another workshop was held yesterday in Dubbo for a whole of region strategy. This workshop included CENTROC, OROC, NSW Planning LHD and other stakeholders. There was agreement to progress Dubbo, Mudgee and Blayney which has been confirmed by NSW Planning.

## 6 Chief Executive Report

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

- Quarterly performance review with MoH was held 28 August 2018. There was positive feedback with the LHD remaining on level 0. Winter performance remains strong
- Executive structure –Executive Director Quality and Clinical Safety has accepted a seconded to CEC (commencing 17 Sept). K Leach to act as A/ED pending changes ELT portfolios.
- ELT have planning session for two days next week to look at strategic planning, balancing priorities and new issues, and portfolios of ELT. A Strategy paper is to come to ELT looking at change management, clinical redesign, innovation, research, quality improvement. These changes will bring better alignment of portfolios across the LHD.
- Paediatrics at Orange –meetings have been held to better understand issues and look at solutions. Discussions have included RFW, PHN and the State Paediatrician.
- Privacy breach – a potential privacy issue involving recycled paper has been identified. Pages have been recovered and the practice stopped. Further meetings are to be held to determine full extent, scale of risk, way forward. Further updates will be provided off line.

### 6.1 Monthly Performance Scorecard

In addition to the written report the Board were advised:

- Falls in MPS – Mr Spittal advised the KPI is not appropriate for residential facilities. The Commonwealth KPI should be recognised for aged care beds.
- Discharge summaries – work continues in this area including GPs discharging to self.

### 6.2 NSW Health League Table June 2018

The report was noted by the Board.

## 7 Clinical Operations

### 7.1 Executive Director Clinical Operations Report

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

- Format of report to change in future.
- Action taken to address concerns re ED performance in Dubbo were outlined. This was also discussed in quarterly review meeting with MOH.

## 8 Finance and Performance

### 8.1 Executive Director Finance Report (*Mr J Carey, Executive Director Finance joined the meeting via video*)

In addition to the written report the Board were advised

- July \$185K unfavourable with the forecast for a balanced end of year position.
- One off cost at Orange (\$670K) was explained as Orthopaedic work brought forward, continued surging in cath lab.
- MH inpatient costs – budget is based on actuals from last year. Briefing on MH re transition to community progress update to be given to next meeting.
- Daniel Hunter has been appointed as the new Chief Finance Officer for MoH.

### 8.2 Finance & Performance Committee Draft Minutes 29 August 2018

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

### 8.3 Finance & Performance Committee Chair Comments

Chair asked CE to provide comment:

Capital programs:

- Lightning Ridge and Blayney projects have been moved into stage 5 MPS program. Lightning Ridge has the option to include GP component. Discussion have been held with HI, RaRMS etc re alternative funding sources. Both projects feed into health precincts planning work.
- Dubbo – progressing with renal plans.
- Offsite facilities in Dubbo were discussed.

*Mr J Carey, Executive Director Finance left the meeting.*

## 9 Quality and Safety

### 9.1 Executive Director Quality and Safety Report

The information was noted by the Board. CE provided highlights including:

- Presentation by Mary Urquhart re Northern Sector was well received.
- SAC 1 and 2 rates are within tolerances
- Work on RCA recommendations continues.
- Accreditation – no final decision re the two audit options has been made yet. A full briefing will come to the Board in the future.

### 9.2 Quality Improvement for Board Members

The CE spoke to the paper and advised the CEC would like to visit LHD. The November HCQC meeting was suggested. A scorecard is to be developed.

HIU is to showcase new reporting templates for the new national standards at HCQC meeting in future. M Spittal advised this was presented at a recent Operations meeting.

#### Recommendation:

The Board noted the contents of the brief and the attached document – *Measurement for Quality improvement for Board members and Executives.*

### 9.3 Health Care Quality Committee Draft Minutes 22 August 2018

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

#### **9.4 Health Care Quality Committee Chair Comments**

Apologies were received from Directors O'Brien and Maher. Dr McClintock was in attendance as the Board representative.

Director O'Brien advised the HCQC Chairs meeting was brought forward and she was unable to attend. A report will be prepared from the meeting. Future meetings are planned.

The CE outlined the recent incident regarding a helicopter at Bathurst Hospital. Remediation is in place so no further incidents occur. CE also advised a company has been contracted to review helipads across the state. NSW Ambulance have advised no night landings would be allowed at Dubbo hospital pending work to be undertaken to rectify situation. Estimated costs to bring pads up to date within the LHD is \$2-2.5M. MoH has been contacted about this.

### **10 Medical and Dental Appointments**

#### **10.1 Medical and Dental Appointments Advisory Council meeting draft minutes 15 August 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 MADAAC is moving on with VMO appointments. A Sub-group has been formed to check all documentation prior to MADAAC meeting.

### **11 Audit and Risk**

#### **11.1 Audit and Risk Management meeting Draft minutes held 15 & 28 August 2018**

The minutes from the meetings of the A&R Management Committee were received by the Board.

#### **11.2 Committee member comments**

Issues to be raised with Board:

- Enterprise risk management system – Ms Robinson to give an overview each year.
- Extraordinary meeting was held to endorse the end of year results. There was a good report from auditors.

#### **11.3 Enterprise Risk Register**

CE spoke to Brief which outlines history of past years.

- Director O'Brien asked that components of enterprise risk register re quality and safety come to HCQC meetings. The CE advised Sycle will allow a more structured approach.
- CE advised of discussion held with MoH and CEs re risk management
- Ms Robinson to pull out risk items from facilities to bring common items to HCQC.
- A discussion was held regarding review of the LHD risk appetite.

#### Recommendations:

1. The Board noted the brief and Audit and Risk Committee Enterprise Risk Report.
2. The Board considered how they would like to review the risk appetite. It was agreed this should be revisited each change in Board term.

#### Action:

A plan is to come to the December Board meeting regarding a risk appetite discussion with the Board and the ELT in March 2019.

*Action by: J Robinson Due: 15 November 2018*

## 12 General Business & Business Without Notice

### 12.1 Presentation - Coonabarabran Health Service Clinical Services Plan

***Ms Anne Lea, Manager Planning & Service Development and Mr David Turcato joined the meeting***

Presentation given and discussion held:

- Ms Lea outlined work undertaken to develop action plan and progress to date.
- Director McClintock asked about renal patients and advised of current and future status. Ms Lea advised this will be updated in the plan. Two renal chairs are in place, awaiting trained staff to commence service.
- The services plan will be revisited should funding become available.
- Theatres are not up to contemporary standards, there has been no surgery for >20 years

#### Recommendation:

The Board endorsed the Coonabarabran Hospital and Health Services Clinical Services Plan Version 2.3 with the update to renal services as agreed.

*Moved: Director Treweeke      Seconded: Director Canalese      All members were in favour*

The Chair acknowledged Ms Lea for the hard work undertaken by her and the team. Ms Lea will be missed, and the Board wished her well for the future.

***Anne Lea, and David Turcato left the meeting***

### 12.2 NSW Health Strategic Priorities 2018-19

The CE spoke to document and advised the NSW Health Strategic Priorities have been mapped against the LHD strategic plan and these align.

#### Recommendation:

The Board noted the NSW Health Strategic Priorities for 2018-19

### 12.3 WNSWLHD Strategic Plan Update

This will be discussed in further detail by ELT at their planning session next week.

Good progress has been made with the vast majority of actions.

#### Recommendation:

The Board noted the progress towards the achievement of the WNSWLHD Strategic Plan 2016-20

### 12.4 HICT Report & Presentation – Technology Enablement Strategy Update

***Michelle Harkin, Chief Information Officer and Peter Edwards, Chief Clinical Information Officer joined the meeting***

Presentation given and discussion held.

#### Recommendation:

The Board noted the progress to date of the Technology Enablement Strategy

***Michelle Harkin and Peter Edwards left the meeting***

**12.5 Rural Adversity Mental Health Program (RAMHP)**

CE spoke to brief and advised additional funding has been announced by MoH. RAMHP has been reasonably well funded program for a number of years. New funding will be targeted to provide training to enable peer support.

Recommendation:

The Board noted the information provided in regard to the RAMHP program.

**12.6 Western NSW PHN - Board meeting 19 September 2018**

Director O'Brien will represent Board.

Action:

Board Secretariat to advise PHN Director O'Brien will represent the Board.

*Action by: L Nott Due; ASAP*

**12.7 Western NSW Health Research Network**

The CE spoke to brief and research strategy document

Recommendation:

The Board noted the key WNSWLHD Research Office milestones from January –August 2018.

**12.8 2018 NSW Health Board Members Conference**

Ms Nott spoke to the brief.

Action:

Board directors to advise Board Secretariat of attendance, travel and accommodation requirements.

*Action by: Directors Due: ASAP*

**12.9 Board meeting - November 2018, site visits, APM**

Ms Nott spoke to the brief.

Recommendations:

1. The Board endorsed the sites and itineraries for the visits to be conducted 6 November 2018.

2. The Board endorsed the arrangements for the November Board meeting, Annual Health Councils Forum and Annual Public meeting to be held 7 November 2018.

*All members were in favour*

Action:

Board directors to advise Board Secretariat of attendance, travel and accommodation requirements.

*Action by: Directors Due: ASAP*

**12.10 Draft Issues Paper – Board Performance Evaluation**

Refer to Item 5 Chair Report.

**12.11 Chief Exec Performance Review**

The Chair advised the CE performance review has been completed and is happy to discuss this off line with Board members.

**12.12 Board refresh**

The Chair gave an update and advised this is progressing.

**13 Reflection of Meeting**  
Discussion held.

**There being no further business the meeting closed at 3.55pm.**

Signed:  Date: 3 October 2018