

Western NSW Local Health District
Western NSW LHD Board Meeting December 2019
Board Room, Heritage Building Bathurst Health Service
Wednesday 4 Dec 2019, 10:00 — 16:00 AEDT

WELCOME

Bathurst Health Service GM, Cathy Marshall welcomed the Board members at 10.00am and spoke to the Board members before conducting a site visit through ED.

Following the site visit the Board acknowledged the work undertaken by the GM and executive team of Bathurst Health Service.

Action:

Chair to send email acknowledging GM and executive team of Bathurst HS

Action by: Director Griffiths Action Due: ASAP

ACKNOWLEDGEMENT OF COUNTRY

The meeting commenced at 11.00am with the Chair providing an Acknowledgement of Country.

Attendance of Members

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

In Attendance

Scott McLachlan, Chief Executive; Mark Spittal, Executive Director Operations
Lauren Nott, Secretariat

1 **Apologies**

Nil

2 **Conflicts of Interest**

Nil to add

3 **Draft minutes of meetings held 6 November 2019**

3.1 **Draft minutes of Board meeting held 6 November 2019**

Minutes of the meeting were endorsed by the Board as a true and accurate record

3.2 **Draft minutes of Annual Public Meeting held 6 November 2019**

Minutes of the Annual Public Meeting were endorsed by the Board as a true and accurate record with a minor change.

4 **Action Register from meetings held 6 November 2019**

Progress on action items was noted by the Board

5 **Directorate Updates**

5.1 **Aboriginal Health and Wellbeing (incl Aboriginal Health Strategy and RAP)**

Mr Brendon Cutmore, Executive Director joined the meeting

Mr Cutmore spoke to the Directorate update which was noted by the Board.

A presentation was given (refer to meeting papers) and handouts were distributed including:

- WNSWLHD Aboriginal Workforce Affirmative Action Framework 2019-2023
- WNSWLHD Aboriginal Health Worker contact list
- Three Rivers Local Decision Making Accord

A robust discussion was held which included diabetes, the drought strategy, Goodooga (Mr Cutmore and Northern Region Aboriginal Health Manager to attend next community meeting), coordinated, equitable access to secondary care, better utilisation of Aboriginal Health Workers.

The CE highlighted the recently announced co-commissioning body of work for diabetes.

HIU is developing an Aboriginal Health scorecard which will come to Board in February.

Action:

Aboriginal Health Scorecard to come to Board meeting 5 February 2020

Action by: B Cutmore Action Due: 5 February 2020

Mr Brendon Cutmore, Executive Director left the meeting

5.2 Corporate Services and Clinical Support

Mr Jeff Morrissey, Executive Director joined the meeting

Mr Morrissey spoke to the Directorate update which was noted by the Board.

A discussion was held which included if procurement procedures are in line with current legislation, video facilities at LR, asset management, key health worker accommodation, capital priorities moving forward.

Mr Jeff Morrissey, Executive Director left the meeting

5.3 Planning, Performance and Funding

Mr Josh Carey, Executive Director joined the meeting

Mr Carey spoke to the Directorate update which was noted by the Board.

Discussion was held which included innovation and emerging trends in redevelopment of health facilities, health precincts.

6 Chair Report

The Chair advised of the meeting held 13 November with Bathurst Action Group, Minister Hazard, CE and Ms Cathy Marshall (GM Bathurst). A number of issues were raised at this meeting and the Minister committed the Board Chair would meet with the group.

The Chair and CE held a meeting on 3 December 2019 which was attended by the Shire Mayor and GM and Directors for Community Services and Planning. The

General Manager Bathurst Health Service also attended. The meeting was positive and there was agreement moving forward for all parties to work together.

The Chair also met with Bathurst Action Group on 3 December 2019. There was positive action and agreement for the Chair and CE to meet with the action group in the new year.

7 Chief Executive Report

In addition to the written report which was noted by the Board, the Chief Executive and flagged:

- Performance – challenges with ongoing demand
- Quarterly performance reviews have been held with ELT Directorates
- Cobar – a celebration recognising the end of construction was held with the Minister involved. Commissioning process is in place with the aim to move in by end January 2020.
- There will be a public meeting in Parkes on 10 December evening re redesign of maternity services. Strategy progressing.
- Collaborative commissioning – Confirmation has been received that the Diabetes model has been endorsed to progress to detailed planning, the First 2000 days submission, while not successful, feedback indicated the proposal rated highly. MoH is looking for alternative funding.
- Proposal with PHN, RDA, WNSW and FW LHD – invited to attend bilateral regional health forum which amongst other things will look at alternative workforce models, alternatives to 19(2)
- Chair and CE invited to visit Nepean BM LHD to look at future of Western Sydney Airport development, Nepean Hospital redevelopment and ongoing relationship.
- Rural Medical Schools – an update was given. There are no formal proposals available at this stage. Meetings continue with the universities.

7.1 Monthly Performance Scorecard

The scorecard was noted by the Board.

The CE highlighted a number of areas that continue to have a focus including:

- Potentially preventable admissions, emergency flows.
- Changes in Premier's priorities were outlined. The scorecard will be adjusted in line with this.

7.2 NSW Health League Table

The league table was noted by the Board

8 Planning, Performance and Funding

8.1 Financial Performance Report

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

- Private health insurance – discussions between state and commonwealth focus in specialty clinic billing, capture of data
- Executive will be meeting next Tuesday to look at prioritising funding, creating efficiencies etc

8.2 Finance & Performance Committee 26 November 2019 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 advised there was a focus on budget drivers, efficiency strategies

Mr Carey left the meeting

9 Clinical Operations

9.1 Executive Director Clinical Operations Report

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

- Dubbo medical model has not been signed off
- Mudgee redevelopment – staffing costs moving forward, CT scan
- Hospital avoidance will be a priority with Bathurst to be first reviewed, then Orange and Dubbo.
- Review on alcohol and drug services the report will come to Exec and Board when finalised.

10 Quality, Clinical Safety and Nursing

Ms Joanna Lemmich joined the meeting

10.1 Patient Story - Baradine

Ms Lemmich spoke to the patient story which highlighted the importance of fostering good relationships and rebuilding trust.

10.2 Executive Director Quality, Clinical Safety and Nursing Report

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

- Last month there were no SAC1 and less falls than historical trends
- There has been a decrease in overdue RCA recommendations. Director O'Brien added this has been a focus of HCQC and thanked Ms Lemmich and Ms Ifland on the work undertaken.
- Launch of REACH in small sites – there is now a dedicated number to vCare
- Quality Board session held at DLF
- Overall care ratings between Aboriginal and non-Aboriginal patients is on next HCQC meeting.

10.3 HCQC Meeting 27 November 2019 draft minutes

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

10.4 Health Care Quality Committee Chair Comments

Director O'Brien raised her concerns regarding the long term vacancy for the clinical director position. The CE advised this position is in the directorate profile. Discussions have progressed with potential doctors and the PD has been updated. This position will be recruited to with advertising planned for January 2020.

Ms Lemmich left the meeting

11 Audit and Risk

11.1 Draft minutes of Audit and Risk Committee meeting held 8 November 2019

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

11.2 Transition in Service Provider for External Audit Services

Mr McLachlan spoke to the brief.

Recommendation:

The Board noted the Auditor-General's decision to discontinue the use of a long-standing contracted service provider for the financial audit of WNSWLHD in favour of using the NSW Audit Office's own personnel and resources and noted the measures that the NSW Audit Office is taking to minimize the impact of the transition on the LHD

11.3 Enterprise Risk Management

11.3.1 Enterprise Risk Register

Mr McLachlan spoke to the brief noting significant attention has been given to the ERR and mitigation strategies.

The Board acknowledged the work of Ms Judy Robinson, Risk Manager.

Recommendations:

- The Board noted the Western NSW LHD Strategic Enterprise Risk Register has been reviewed and maintained as required by NSW Ministry of Health Policy Disclosure 2015_043 Enterprise-Wide Risk Management Policy and Framework (PD2015_043) & AS / NZS ISO 31000:2018
- The Board noted strategic risks will continue to be assessed and monitored in 2020

11.3.2 Enterprise Risk Management Framework and Toolkit

Mr McLachlan spoke to the brief and attached documents.

A discussion was held. The Risk Appetite will come back to the Board when it has been refreshed in relation to the updated strategic plan and KPIs.

Recommendation:

The Board approved the Enterprise Risk Framework and Enterprise risk toolkit.
All members were in favour

Following further discussion the Board agreed to move the proposed strategy and planning workshop in January to 3 March 2020. There will be no Board meeting in January 2020.

11.4 Information Security and Management System and cyber-security

Director Treweeke spoke to the brief which was reported on at the Audit and Risk Committee meeting.

Recommendations:

- The Board noted the status of the implementation of the new NSW Cyber Security Policy and other information security activities underway across the LHD
- The Board noted the Information in the Security and Cyber Security Management Status Report – Nov which provides requested detail around LHD responses to the recent Attestation.
- The Board note the Mandatory Maturity – Mandatory Maturity Model Matrix which provides requested detail around LHD attestation responses in relation to the Essential 8 maturity.

11.5 Review of the WNSWLHD Internal Audit Charter and Audit and Risk Committee Charter

Mr McLachlan spoke to the brief and a discussion was held.

Recommendations:

- The Board approved the revised Audit and Risk Committee Charter on the endorsement of the Audit and Risk Committee at their meeting of 8 November 2019. The Chair will sign the final page of the document in attestation of this authorisation
- The Board approved the revised Internal Audit Charter on the endorsement of the Audit and Risk Committee at their meeting of 8 November 2019. The Chair and Chief Executive will sign in attestation of this authorisation on the final page of the document.

All members were in favour

11.6 Audit and Risk representative comments

Independent Audit and Risk members and Director Treweeke visited Molong MPS the day before the Audit and Risk meeting. This was very worthwhile.

The Board acknowledged the work and innovation of Mr Bennett and the Audit team

12 Medical and Dental Advisory Appointments Committee

12.1 MADAAC meeting held 20 November 2019 draft minutes

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

12.2 MADAAC Chair Comments

Director Treweeke advised of the improved timeframe from interview to recruitment for medical and dental appointments and cited a number of examples.

There was a discussion re credentialing across LHDs. The CE advised of the specialties signed off by the Statewide Scope of Practice Unit. Director Treweeke advised this has been discussed at MADAAC and is not a preferred option for the LHD at this time. MADAAC do take note of any credentialing already undergone.

13 District Medical Staff Executive Council

14 Draft minutes from DMSEC meeting held 19 November 2019

The draft minutes from the DMSEC meeting held were noted by the Board.

The CE highlighted:

- Sydney University proposal re medical workforce planning was supported at the meeting.
- MSEC has strong preference to continue current rotating representation at Board meetings as this has provided valuable for all who have attended.

A discussion was held regarding the availability of Board meeting papers to MSEC representatives as this was raised at the MSEC meeting. It was explained most times the full set of papers have been provided. The members stressed the expectation for confidentiality of Board papers which will be reinforced when papers are distributed.

Motion

Board papers will be provided to the MSEC representative with a proviso that confidentiality will be maintained at all times.

All members were in favour

Payments for attending Board meetings was discussed.

Motion

DMSEC representatives will be paid as the relevant VMO schedule for the time spent at the Board meeting. Travel time will be at their expense.

All members were in favour

15 General Business and Business Without Notice

15.1 Board Review and Evaluation

The Chair advised feedback has been received from some members.

Action

An email is to be sent to those that have not provided a response.

Action by: Ms Nott Action due: ASAP

15.2 November Board member site visits

Blayney – very positive, engaged staff, some concern re aged care development. Needs ‘spring clean’. Comment made re doctors attending A&E. Mark to look into Canowindra – improvement since last visit, hub and spoke model working
Forbes – renal unit interesting, keen staff
Tottenham- - NUM live wire, engagement with community
Tullamore – good experience, staff engaged,
Trundle – overall positive
All facilities were positive. Staff commented rotation of staff is beneficial.

15.3 Community Engagement Update

Mr McLachlan spoke to the brief which was noted by the Board. A discussion was held. Framework to come to February Board meeting for further discussion.

Recommendations:

The Board noted the actions taken to date and supports the proposal for the LHD to commit to a framework which enables and supports community engagement as outlined in the paper.

Action:

Community engagement framework to come to February Board Meeting

15.4 Clinical Services Framework - Update on feedback

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

Recommendation:

The Board noted the summary of feedback from Stream Chairs, Stream members and subject experts to inform the CSF.

15.5 Auditor General Report - Health 2019

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

Recommendation:

The Board noted the NSW Auditor-General's report Health 2019 and the findings that are drawn to the attention of those charged with management and governance.

15.6 Governance Symposium March 2020

The Australian Commission of Safety and Quality in Health Care will be holding a symposium on Friday 6 March 2020.

Chair spoke to information provided. Members are to advise Ms Nott if attending.

15.7 BHI reports

Dr McClintock noted in the acute myocardial report – Orange HS interventional service is seventh busiest service in the state.

The CE noted consistent increases in procedures over each year.

Action:

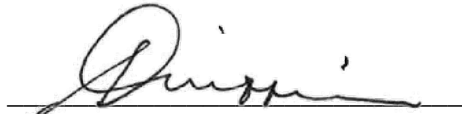
Analysis of Interventional service is to be included in Operations report

Action by: Mr Spittal Action Due: 05/02/20

15.8 Reflection

It was felt that overall this was a good meeting

There being no further business the meeting was closed at 4.35 pm

Signed:  Date: 5 February 2020