

Western NSW LHD Board Meeting December 2020  
Board Room, Dubbo Health Service  
Wednesday 2 Dec 2020, 8:30 — 15:30 AEDT

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### **ACKNOWLEDGEMENT OF COUNTRY**

The meeting commenced at 8.30 am with Mr Brendon Cutmore, Executive Director Aboriginal Health and Wellbeing providing an Acknowledgement of Country.

### **Attendance of Members**

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

### **In Attendance**

Mark Spittal, A/Chief Executive, Josh Carey, Executive Director Planning, Performance and Funding; Debbie Bickerton, A/Executive Director Operations; Clint Grose, A/Executive Director Quality, Clinical Safety and Nursing; Dr Warren Kealy-Bateman, District Medical Staff Executive Council; Lauren Nott, Secretariat.

### **Cultural Training**

Mr Brendon Cutmore, Executive Director Aboriginal Health and Wellbeing opened this session before introducing representatives from Three Rivers Accord, Paul Carr (Chair) and Ms Dawn Towney (Project Officer). Also in attendance was Khye Honeysett, Manager Aboriginal Health. A round table discussion was held. Key messages were summarised as:

- Pathways
- Mentorship
- Ratio of employees
- Cultural appreciation
- Truth testing
- Return to community – one size doesn't fit all

The Chair thanked Mr Carr and Ms Towney for their insight and messages.

*Mr Cutmore and guests left the meeting.*

*Directors Mann and Canalese left the meeting.*

### **Site Visit - Dubbo Health Service**

A/General Manager, Ms Regan Woodman, welcomed the Board and briefly spoke to the Board members before conducting a site visit through the hospital.

### **Acknowledgement of Country**

The Chair provided an Acknowledgment of Country

- 1        **Apologies**  
Nil
- 2        **Conflicts of Interest**

Nil to add

### **3 Draft minutes of Board meetings held 4 November 2020**

#### **3.1 Board meeting held 4 November 2020**

Minutes of the Board meeting held 4 November 2020 were endorsed by the Board

#### **3.2 Annual public meeting (APM) held 4 November 2020**

Minutes of the APM Board meeting held 4 November 2020 were endorsed by the Board.

### **4 Action Register from Board meeting held 4 November 2020**

Progress on action items was noted.

### **5 Chair Report**

The Chair advised there the main item of discussion in the COVID meeting with the Secretary was vaccinations.

Director AH See and the Chair participated on PITCHit this year with live streaming around the LHD. Winners were:

- Yuranigh House break out 2021: Deborah Kenna and team (Molong) \$25,000 (PITCHit winner and 2020 People's Choice Award winner)
- Ssshhh...reducing noise levels in Intensive Care: Zoe Carr (Orange) \$7,000
- Vision for our mob: Rachel Kerney (Dubbo Specialist Medical Centre) \$15,000
- We need to watch our waste - helping the District reduce our carbon footprint by 35% within the next decade: Jamie Goodlet and team (Corporate Services) \$25,000 (inaugural green winner)

*Directors Mann and Canalese rejoined the meeting.*

### **6 Chief Executive Report**

Mr Spittal spoke to the report which was noted by the Board. In addition to the report Mr Spittal advised:

Public meeting in Wellington was well attended by the community. Concerns were raised in regard to medical arrangements. Director Ah See advised the Board members that some of the information available before the community meeting re WACHS was incorrect and a letter was sent which was presented at the meeting. Mr Spittal addressed the meeting and was able to allay concerns by outlining the work being undertaken to network Wellington Hospital with Dubbo Health Service. It was felt the meeting was constructive.

Medical services tender – Ochre Health was the successful tenderer and will hold the tender for next 5 years. Work is underway to ensure a smooth transition for commencement 1 March 2021. Full tender processes including probity checks were conducted by the LHD in conjunction with MoH. A number of features of the tender were outlined including the proposed practice models.

Bourke – temporary changes have been made in the leadership team while a number of issues are being worked through. HCCC will be investigating a number of matters. This action has been taken to strengthen quality and safety.

60 Minutes – a number of stories around Gulgong and other clinical matters will be shown this Sunday. The LHD does not know the full extent of the program but it will include reference to virtual health. Dr Shannon Nott has been interviewed. The LHD will be responding as appropriate.

**6.1 WNSWLHD Performance Scorecard**

The scorecard was noted by the Board.

**6.2 NSW Health League Table**

The league table was noted by the Board.

**7 Directorate Update**

**7.1 Planning, Performance and Funding – Mr Josh Carey**

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

- Portfolio and reporting line changes from Jan 2021.
- HIU, HICT and planning are reasonably resourced. With the high demand for data and reports some processes have been reconfigured and are being automated.
- Conversations have been initiated with other rural LHDs to work together in the HICT area.
- MoH (eHealth) has general oversight of enterprise ICT.

**8 Planning, Performance and Funding**

**8.1 Performance Report**

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

- The YTD expense variance to Budget is \$7.67M unfavourable
- A level of funding for COVID is being seen each month.

*Ms Maryanne Hawthorn, Director Health Intelligence Unit and Ms Angela Firth, Manager, Planning and Service Development joined the meeting via video.*

**8.2 Cowra Health Service Clinical Services Plan**

Ms Hawthorn spoke to the brief and supporting documents which were noted by the Board. A brief discussion was held.

- Budget announcement of \$500k will allow planning to progress in early 2021 including refresh of the masterplan.
- Working with Tresillian re a residential model within the LHD and developing alternate models of care to best suit the needs of communities.

**Recommendation:**

The Board approved the Cowra Health Service Clinical Services Plan (Tab A), and supporting technical paper (Tab B).

*All members were in agreement.*

**8.3 Warren Clinical Services Plan**

Ms Hawthorn spoke to the brief and supporting documents which were noted by the Board. A brief discussion was held noting:

- Warren currently has 32 RAC beds at 80-85% occupancy with a high level of residents with some level of dementia. Majority of these residents should be able to be managed in a home-life environment. A planning piece is under way for those with higher acute dementia needs, unrelated to Warren MPS.
- Health council and community members have been included in discussions and consultation. The LHD is working with Hammond Care and other providers. Education re contemporary dementia care has been provided as part of, and

alongside, consultation. This will be an ongoing process. Modelling does not show any higher levels of dementia in Warren than other communities.

#### **8.4 Clinical Services Framework**

Ms Hawthorn spoke to the brief and supporting documents which were noted by the Board. A discussion was held and feedback given to Ms Hawthorn and Ms Firth.

##### **Recommendation:**

The Clinical Services Framework was endorsed by the Board with the feedback given incorporated into the revised draft Clinical Services Framework 2020-2025 V1.13.

*All members were in agreement*

#### **8.5 NSW Future Health Strategy**

Ms Hawthorn spoke to the brief and supporting documents which were noted by the Board.

*Ms Hawthorn and Ms Firth left the meeting.*

#### **8.6 Finance & Performance (F&P) Committee 24 November 2020 draft minutes**

The draft minutes of the F&P Committee were noted by the Board.

#### **8.7 2020-2021 Service Agreement**

Mr Carey spoke to the brief and supporting documents which were noted by the Board. Mr Carey also spoke to a presentation which has been added to the meeting papers.

A discussion was held noting:

- Additional \$4.5M revenue growth target re own source revenue
- Approx. \$20M growth bringing LHD budget to just over \$1B.
- The Board noted some concerns regarding the financial risk in the agreement.

##### **Actions**

Presentation to be sent out to Board members

Action by: L Nott Action Due: ASAP

Letter to be drafted expressing the Board's concerns re financial risk in the Service Agreement.

Action by: J Carey Action Due: ASAP

##### **Recommendation:**

The Board endorsed the final 2020-2021 service agreement

*All members were in agreement.*

#### **8.8 2020-21 COVID Budget Relief**

Mr Carey spoke to the brief and supporting documents which were noted by the Board.

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

The Chair highlighted the \$500k allocated in the NSW state budget papers to allow the commencement of planning for the redevelopment of Cowra Hospital.

## 9 Clinical Operations

### 9.1 Executive Director Clinical Operations Report

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

- Panorama Clinic is due to reopen in mid-January 2021
- Orthopaedic model is on track to roll out 31 January 2021.
- HSM Wellington now reports to GM Dubbo rather than the Central Sector GM.
- Dubbo redevelopment – Ms Bickerton met with Health Council last week re stages 5 & 6. The ongoing process was explained.

## 10 Quality, Clinical Safety and Nursing

Mr Clinton Grose attended as Mr Fahy was on leave.

### 10.1 Patient Story – Remote Monitoring

Mr Grose spoke to the patient story which was noted by the Board.

### 10.2 Executive Director Quality, Clinical Safety and Nursing Report

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

- Hospital acquired complications
- COVID focus work – an LHD team is going to non LHD residential aged care facilities and assisting with audits

The Chair provided a story from The Land newspaper regarding a patient in Collarenebri needing to travel to Lightning Ridge. This was discussed.

### 10.3 Revised incident management policy – information for Boards

Noted by Board

### 10.4 Health Care Quality Committee (HCQC) Meeting 25 November 2020 draft minutes

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

### 10.5 HCQC Chair Comments

Director O'Brien highlighted

- The new incident management policy will put pressure on investigating incidents as timelines have been shortened.
- Renewed focus on maternity services, will be looking at data etc

## 11 Audit and Risk Committee (ARC)

*Ms Judy Robinson, Manager Risk Management Unit joined the meeting via video.*

### 11.1 Enterprise Risk

#### 11.1.1 LHD Strategic Enterprise Risks

Ms Robinson spoke to the brief and supporting documents. A discussion was held. It was advised the Executive team review risks on a monthly basis.

#### **Recommendation**

*The Board endorsed the Western NSW LHD strategic enterprise risk register  
All members were in agreement*

### **11.1.2 Risk Appetite Statement**

Ms Robinson spoke to the brief and supporting documents. A discussion was held Key risk indicators are to be developed.

#### **Recommendation**

The Board endorsed the Western NSW Risk appetite.  
*All members were in agreement*

*Ms Robinson, left the meeting.*

### **11.2 ARC meeting held 6 November 2020 draft minutes**

The minutes of the ARC meeting were noted by the Board.

Mr Carey highlighted the presentation from the Audit office. Enterprise risk was covered in some detail including the risk register and appetite which were both supported. The ARC were appreciative of the work undertaken by Ms Robinson.

## **12 Medical and Dental Appointments Committee (MADAAC)**

### **12.1 MADAAC meeting held 18 November 2020 draft minutes**

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

### **12.2 MADAAC Chair Comments**

Director Treweeke, provided a summary of appointments made.

## **13 District Medical Staff Executive Council (DMSEC)**

### **13.1 DMSEC Meeting held 17 November 2020 draft minutes**

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

### **13.2 DMSEC Representative Comments**

Dr Warren Kealy-Bateman highlighted discussions around the local medical schools. The DMSEC now has each MSC reporting monthly. The value of virtual care has also been highlighted.

A letter has been sent with DMSEC endorsement to the Parliamentary Inquiry asking the Inquiry to come to the LHD to talk to clinicians, patients and community on what is working well, what is not working and what is needed. The letter also refers to a paper titled 'Orange Declaration...' which focusses on 10 principals specific to mental health.

#### **Action**

Dr Kealy-Bateman to send paper for distribution to Board.  
Action: L Nott Action due: ASAP

## **14 General Business and Business Without Notice**

### **14.1 Parliamentary Inquiry – Draft Submission**

Mr Spittal spoke to the brief and supporting document which was noted by the Board. This NSW Health draft document has evolved further from the version supplied. Inquiry predicted to start Feb 2021.

**14.2 Closing the Gap Update – verbal update**

To come to February 2021 meeting.

**14.3 Clinical Streams Update**

The Clinical Streams update was noted by the Board.

**14.4 Collaborative Commissioning Update**

Mr Spittal spoke to the brief. Progress made in the Collaborative Commissioning project was noted by the Board.

**14.3 Sponsorship of overseas nurses**

The LHDs commitment to sponsorship of overseas nurses was raised. Mr Grose advised that the current retention rate is approx. 68%. Those that don't stay have generally found other employment or leave the country.

**15 Reflection of Meeting**

Director AH See spoke about the cultural session this morning. Some comments were not necessarily cultural but rather applicable to the wider community. While it is good to hear stories some information/misinformation needs to be considered as part of the bigger picture. All agreed it was good to hear the stories and differing views.

While the size of the meeting papers was of concern it was felt that all papers needed to be included. Briefing notes for papers coming back to the Board are to include a summary of changes to the papers.

**There being no further business the meeting was closed at 3.40 pm**

Signed:  Date: 03 February 2021