

Western NSW Local Health District
Western NSW LHD Board Meeting March 2019
Leisure room, Grenfell MPS
Wednesday 6 Mar 2019, 9:30 — 15:30 AEDT

WELCOME

Ms Tania Biddle, A/HSM, welcomed the Board members at 9.30am and spoke to the briefing regarding Grenfell MPS prior to a tour being conducted.

ACKNOWLEDGEMENT OF COUNTRY

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

Attendance of Members

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

In Attendance

Scott McLachlan, Chief Executive; Mark Spittal, Executive Director Operations;
Dr Peter Davidson, MSEC representative Lauren Nott, Secretariat

1 Medical Workforce Update – Dr Shannon Nott and Dr Amelia Haigh joined the meeting in person. Mr Josh Carey joined via video

Presentation given (refer to papers) and discussion held.

- Financial implications are dependent on models used such as at Trangie; practice management across sites, 19(2) exemptions etc.
- Time frame for next phase of virtual GP VMO model – currently working on plan for implementation later this year. There would be an expectation of GPs to go to towns as part of virtual responsibilities.
- CE advised of recent meeting with PHN re RaRMS after hours service. Work will continue in this area.
- Wellington model of care explained. As some changes have occurred in Wellington, Dr Nott will be consulting with Dr Spencer on future model.
- Consideration of using overseas doctors, nurse practitioners – Dr Nott spoke on targeted recruitment and possible support for new doctors.
- Director Ah See spoke on the need of the LHD to move into primary health care in some towns. He has been speaking with Dr Spencer re VMOs in Wellington. Dr Nott stressed communication and building relationships will be key in moving forward.
- Dr Davidson spoke to the Board on his experiences and the way forward.
- CE advised Rural CEs have funded RDN for body of work around this area including changing the industrial models. There may be a need for a specific package for rural GPs. CE spoke about Rural Health Commission and work being done with Prof Worley.

Action:

Dr Nott will come back to Board for further updates on medical workforce in three months.

Action by: Dr Nott, L Nott Action Due 5 June 2019

Dr Nott, Dr Haigh and Mr Carey left the meeting.

2 Apologies

Dr Colin McClintock, John Walkom

3 Conflicts of Interest

No further changes were noted.

4 Patient Story – Community Nursing Mendooran

The CE spoke to the letter provided and a discussion held.

5 Board meeting draft minutes 6 February 2019

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

Moved: Director O'Brien

Seconded: Director Mann

All in favour

6 Action Register from meeting held 6 February 2019

Progress on action items was noted by the Board

7 Chair Report

The Board Chair advised the Minister announced \$70M for renovations to Cowra Hospital.

7.1 Council of Board Chairs Forum

Refer to agenda in papers. The Chair spoke on the reports given at the forum and highlighted a number of issues including the upcoming election, caretaker mode, Commonwealth funding into the future, health innovation fund, health data, NDIS, value based health care, Royal Commission in Aged Care, quality and safety, orientation program for new Board members, JMO support, future Council of Chair meetings etc.

8 Chief Executive Report

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

- The quarterly review held with MoH last week was positive. LHD remains on level 0.
- Analyses on impact of December and January activity has been made. Levels of activity were higher than winter and this impacted on some facilities more than others.
- A meeting was held yesterday with Bathurst doctors re increase in activities/services. This was a positive meeting.
- Budget negotiations are underway. Treasury forecast 4.4% growth which is lower than previous years. CEs will be meeting to discuss future service reform. Areas under consideration include HITH, Dubbo redevelopment commissioning/funding needs etc. The Board noted the difficulty in taking on projects such as palliative care without future funding commitments.
- Election announcements
 - 5000 nurses across state. Full details are not yet known.
 - 14 additional low security forensic beds at Bloomfield.
 - A number of other health related announcements are expected.
- Caretaker mode has commenced.
- Release of BHI Sept to Dec quarter report – no significant issues for the LHD
- Water supplies – CE provided further information on work being undertaken by shire councils and the LHD. Bourke, Walgett and Coonabarabran (Mendooran) council areas are main areas of concern. There has been no funding to the LHD for water issues.

8.1 Monthly Performance Scorecard

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

- HITH targets discussed.
- Stays in ED greater than 24 hours – mental health patients. Mr Spittal spoke on this.
- Discharge summaries are well below target. CE advised work is being done on this area.

8.2 NSW Health League Table – FYTD Jan 2019

The League Table was noted by the Board.

9 Integrated Care – Ms Julie Cooper, Executive Director joined the meeting via video

9.1 Aged Care Royal Commission

CE introduced Ms Cooper who spoke to the briefing document which was noted by the Board and discussed.

- A working party comprising Deb Tooley, Sharon McKay and new GM will meet to look at issues identified.
- First round of hearings included:
 - Level 3 & 4 packages – delay in release from Commonwealth of up to 12 months.
 - Workforce – gap in skills re caring for increasing number of dementia patients.
 - Impediments in obtaining services – gap in clinical handover, end of life care, inappropriate transport to hospital, economic sustainability.
- Regional Assessment Services funded to 2020. The LHD has 70% of RAS requests across the state. Would like NSW Health to be full provider of referrals for these services to avoid duplication in processing and streamline navigation process.
- LHD needs to be better prepared re inputting of information into IIMS. Education is occurring.
- Healthy Ageing strategy is in place
- Team will have robust discussion re accreditation and quality processes.
- It was noted there was no mention of aged care in risk appetite discussions.
- Commission appreciates reporting of incidents may not be captured by some providers. Any individual can make a submission to the inquiry. This information will be collated for the report to identify trends etc.
- Costing analysis of providers is included in the scope of the inquiry.

Ms Julie Cooper, Executive Director left the meeting.

10 Clinical Operations

10.1 Executive Director Clinical Operations Report – Mr Mark Spittal

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

- Deteriorating patient – a deep dive exercise is being undertaken to determine issues, trends
- Roll out of eMeds has commenced and has been successful to date. Contra-medications have been identified.

11 Finance and Performance (*Mr Josh Carey, joined the meeting via video*)

11.1 Executive Director Finance Report

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

- Some supplementation for non-emergency transport is anticipated. This gain may be offset by other areas. The impact will be known when the funds are received.
- Feb result is expected to have no material change on end of year estimates.
- Mr Spittal spoke on facility recovery plans which vary between sites and outlined areas of concern for each of the base hospitals.
- After hours GP clinics were discussed.
- Mr Spittal advised strategies in place for winter have already begun to be implemented along with other strategies including looking at capacity plans, reports etc.

11.2 Finance & Performance Committee Draft Minutes 26 February 2019

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

11.3 Finance & Performance Committee Chair Comments

The Board Chair highlighted the Optimisation and Improvement Project update.

12 Quality and Safety – Adrian Fahy, ED Quality, Clinical Safety, Nursing joined by video

12.1 Patient Story - AUSLAN

Mr Fahy spoke to the patient story.

12.2 Executive Director Quality and Safety Report

The report was noted by the Board. Mr Fahy highlighted:

- Directorate functions and work streams to be developed into the future.
- Looking to streamline governance mechanisms, strengthen reporting and data/analysis
- Complaints and concerns re clinicians will be discussed at Directors of Nursing meeting in Sydney this week. This will be presented to ELT in future before coming to the Board.
- Regular meetings are being held with Operations to support clinicians and leaders within the LHD.
- There are new approaches to falls prevention and pressure injury prevention.
- Board reporting processes to be sharpened. The LHD will be involved in this body of work.

12.3 HCQC Draft Minutes – 27 February 2019

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

12.4 Health Care Quality Committee Chair Comments

The HCQC Chair gave highlights including:

- Director O'Brien advised Brendon Cutmore, Exec Director Aboriginal Health and Wellbeing now attends HCQC
- Thanked the new Exec Director, Quality, Clinical Safety and Nursing for his comprehensive report and looks forward to working together.

12.5 Furness Report – Dr Clayton Spencer, District Director Medical Services joined the meeting via video

Dr Spencer spoke to the briefing document which was noted by the Board. A discussion was held. Dr Spencer was able to reassure the Board the LHD has checks and processes in place to prevent such an incident.

No other issues for the LHD were identified from the report.

CE advised lessons learned include having better information sharing between LHDs and private hospital sector. CEs and DMSs to get together to look at external oversight of medical practitioners.

Mr Fahy and Dr Spencer left the meeting.

13 Medical and Dental Appointments

13.1 Draft Minutes 20 February 2019

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

13.2 MADAAC Chair Comments

Director Treweeke advised that with the expanded committee with expanded skills level, there is very good discussion at meetings.

Dr Davidson spoke on the new registrar for Cowra. Director Treweeke advised accreditation can happen out of session if necessary and has taken comments on board.

14 Audit and Risk

14.1 Setting end dates for Audit and Risk Committee Memberships

The briefing document was noted by the Board and a discussion held.

Recommendations:

1. The Board agreed: Joan Treweeke's term on the Committee to continue until 23 May 2020. Fiona Bennett's initial term on the Committee to continue until 16 March 2022, whereupon the Board, at its discretion, may choose to extend her term by three further years.

Moved: Director Mann Seconded: Director O'Brien All in favour

2. The Board is satisfied with Ms Fricke's performance and agreed to offer Leah Fricke, Independent Member of the Audit and Risk Committee, a second term of up to four years on the Committee effective from 1 July 2019 to 30 June 2023.

Moved: Director Mann Seconded: Director O'Brien All in favour

CE advised of work being done re ERR and quarterly report with HIU to sort our KPIs etc. Risk report to go back to A&R meeting.

Director O'Brien has been invited to attend the next A&R meeting.

15 General Business & Business Without Notice

15.1 Strategic Plan Update

The Board noted the progress towards the achievement of the WNSWLHD Strategic Plan 2016-2020 as outlined in the briefing document.

CE flagged ELT will be meeting next week for planning days to reflect on work undertaken on strategic plan and work going forward. Psychometric exercise has been undertaken. Gerard Rooney will be working with ELT re working as a team. Will also be looking at other work being undertaken by directors which may be impacting on delivery of strategic priorities.

Director Ah See advised Wellington AMS has resigned from Billa Muuji. The CE provided information re engagement with AMSs across the LHD and advised the Executive Director Aboriginal Health and Wellbeing, Mr Cutmore is working to build relationships with AMSs going forward. Three Rivers work is continuing at AMS and community level

Community Engagement strategy – the Board expressed concern at length of time being taken to develop this. The CE advised work has continued on this with plan to bring to May Board meeting. Work with PHN has continued as has work in consumer engagement eg paediatric services.

Action:

Community Engagement strategy to come to May 2019 Board meeting.

Action by: K Connell, L Nott Action Due 1 May 2019

12.6 Medical Staff Executive Council

Dr Davidson complimented the Board on the issues covered.

Dr Davidson spoke about the LHD reducing its carbon footprint as Health is responsible for a high level footprint. This is something the Board will need to address going forward. Discussion held.

CE advised of work being undertaken in LHD eg work with Schneider re energy efficiencies.

12.7 Parkes – inland rail development

The CE advised the state government has approved fast tracking of approvals for business to relocate etc. It is estimated there will be a doubling of population in 10-12 years. This is very different from projections used in developing new hospital. There will also be other impacts re road, traffic infrastructure etc. A workshop was held with NSW Transport last week. The LHD will need to look at services, models, etc into the future.

12.8 AICD Governance Summit

Directors Cooke and Bennett spent two days at AICD governance summit. A summary of the two days was given.

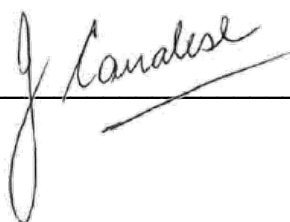
Presentations and further information are available on line

16 Reflection of Meeting

It was valuable having Executive Directors present to the Board and take questions.

Site visit was discussed including care of dementia patients, dining room.

There being no further business the meeting closed at 3.45 pm

Signed:  _____

Date: 3 April 2019