

Western NSW Local Health District
Western NSW LHD Board Meeting September 2019
Cobar Health Service, 35 Woodiwiss Ave Cobar
Wednesday 4 Sep 2019, 8:00 — 12:30 AEST

WELCOME

Cobar Hospital HSM, Mary Urquhart welcomed the Board members at 3.00pm on 3 September and spoke to the Board members before conducting site visits to the existing and new facilities.

ACKNOWLEDGEMENT OF COUNTRY

The meeting commenced at 8.00am with the Chair providing an Acknowledgement of Country.

Attendance of Members

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

In Attendance

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

1 Apologies

Joseph Canalese John Walkom

2 Conflicts of Interest

Nil to add

3 Board meeting draft minutes 7 August 2019

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

4 Action Register from meeting held 7 August 2019

Progress on action items was noted by the Board.

5 Chair Report

The Chair advised he and the CE met with Stephanie Cook, member for Cootamundra, regarding the Cowra redevelopment. The CE has also met with Cowra shire council representatives re the health precinct concept.

One highlight from the recent Pitchit event was from Gail O'Brien, manager renal services, which looked at the high level of water usage in renal dialysis and strategies to reduce this especially in light of the drought situation. Work is also being undertaken with facilities managers to reduce water requirements by up to 30%.

6 Chief Executive Report

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

- The quarterly performance meeting with the Ministry was held recently, which was positive. The LHD remains on Level 0.
- Activity levels continue to be high.

- Preparations are underway for the meeting with MoH on 17 September re the financial turnaround strategy. Executive directors have presented financial strategies for each directorate. The Board will be updated.
- Collaborative commissioning – a meeting will be held with the LHDs, RDN and PHN in Broken Hill 05/09/19.
- 2030 workforce project is progressing with partners. A portal is to be released shortly. The portal will include recruitment, marketing, mentoring, supervision, staff support and education links.
- The Health Precinct Strategy Workshop that was held on 27 August 2019 will see a 10 year whole of region strategy with a resourcing model. A proposal is being developed to source funding for further planning.

6.1 Monthly Performance Scorecard

The scorecard was noted by the Board.

Discharge Summary reports on time performance remains low, this is being looked at by HCQC. Further work will be done in this area.

6.2 NSW Health League Table - July 2019

The league table was not available.

7 Clinical Operations

7.1 Executive Director Clinical Operations Report

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

- Work is underway progressing performance agreements with managers.
- GMs are working with teams re targeted service plans for each site.
- Activity is high and has been atypical across the district, both Dubbo and Bathurst have experienced very high ED and inpatient demand. A Mudgee Aged Care Facility has been closed and a range of issues are leading to increased pressure on Mudgee ED with some staffing issues being experienced.
- There has been a 30% increase in transfers from aged care facilities to EDs.
- Funding has been received from PHN for an extension of out of hours care. The LHD is running a number of targeted pilots looking at various support models/flexible arrangements.

7.2 Lachlan Health Service - Maternity Services

Ms Kathy Connell and Ms Sharon McKay joined the meeting via video

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

Ms McKay gave further background information and outlined work undertaken to date and the work needed to be undertaken to ensure upskilling of staff and other requirements in the interim period.

Ms Connell outlined the consultation work undertaken including focus groups, general community consultation and surveys. A summary of survey results was given.

Clarification re level 2 service was sought regarding escalation of services if needed. This has been looked at and will be reviewed again as part of the implementation process. Clear guidelines will be established as safety is the key message.

Local Mayors have been consulted and will continue to be engaged along with the community, stakeholders and partners. These discussions will also include the broader GP environment in both centres.

The next step will be to consult with MoH over the service change. Dependent on discussions with the Ministry the LHD will progress meetings with staff, health councils, mayors, MP and stakeholders. Communicate material will be prepared.

Recommendation

The Board endorsed the recommended for Option One for maternity service delivery in Lachlan:

- *one maternity service for the women/babies of Lachlan delivered across two sites (Parkes & Forbes)*
- *a level 3 maternity service delivered from Forbes Hospital and a level 2 maternity service delivered from Parkes Hospital*
- *primary birthing overseen in a midwifery led model for mothers with low risk pregnancies delivered at both Forbes and Parkes Hospitals through the Community Midwifery Group Practice (MGP)*

with the following provisos:

- *further work to be undertaken in regard to guidelines for safe time frames for transfer to secondary and /or tertiary centres*
- *finessing of statement re if GP/Obstetricians become available in the future*
- *advanced workforce training to enable the roll out of the service*

All members were in favour.

8 Planning, Performance and Funding

Mr Carey joined the meeting via video

8.1 Financial Performance Report

Mr Carey spoke to the report which was noted by the Board highlighting the change in format for the July report.

8.2 2019-2020 Service Agreement Response letter

The response letter was noted by the Board.

8.3 Finance & Performance Committee 27 August 2019 draft minutes

The draft minutes of the Finance and Performance Committee held 27 August 2019 were noted by the Board.

8.4 Finance & Performance Committee Chair Comments

There was nil to add.

Mr Carey left the meeting

9 Quality, Clinical Safety and Nursing

Mr Fahy joined the meeting via video

9.1 Patient Story - Cobar

Mr Fahy spoke to the patient story which was noted by the Board and a discussion held.

9.2 Executive Director Quality, Clinical Safety and Nursing Report

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

- Hospital acquired complications – data can be used to assist with training, improving services. Work is being undertaken at site levels.
- Morbidity and Mortality Meetings – these are included in the governance review and will be part of the governance process. These are seen as learning opportunities.
- National Standards – audit work is being undertaken. Internal verification continues and the work undertaken by the team is acknowledged.
- Scorecard – concern re perinatal lacerations. This was discussed in detail at the performance meeting with MOH and advice of actions taken to address this was given.

9.3 HCQC Meeting 28 August 2019 draft minutes

The draft minutes of the HCQC meeting of 28 August June 2019 were noted by the Board.

9.4 Quarterly Complaints Report

Director O'Brien spoke to the Person Centred Care report which was noted by the Board. Concern was expressed at the HCQC meeting in regard to the increase in complaints. Mr Fahy has investigated this and advised of the work that has been undertaken and the steps to be taken to address issues identified. There is a clear correlation between increased activity and where complaints are occurring.

The key theme of complaints is poor communication. Meetings have been held with GM groups noting the concerns and looking at communication processes moving forward including connecting using LWT tools. A report will be provided.

Complaints regarding access is generally in relation to high demand eg extended wait times in EDs. There are some delays in waiting lists which is also applying pressure. The concierge system being trialed in a number of LHDs was outlined.

9.5 Health Care Quality Committee Chair Comments

Director O'Brien advised a meeting reflection template has been developed and will be discussed at the next HCQC meeting.

Mr Fahy will be taking six weeks' leave. Ms Joanna Lemmich will be acting Exec Director in his absence.

10 District Medical Staff Executive Council Representative

Dr Scott Clark joined the meeting via video

There has been no MSEC meeting since the last Board meeting. Discussion at the last meeting was invigorating and informative particularly the work being undertaken by Dr Nott re medical workforce.

Dr Clark will raise issues re mental health prevocational training rotations in Dubbo and Orange at the next MSEC meeting.

Heads of CSU and Sydney Uni will be presenting to the MSEC meeting re rural medical schools.

Current model for MSEC representation at Board meetings was discussed at the MSEC and it was agreed to be satisfactory and productive for all.

The Chair agreed and commented it is helpful having the different MSEC members coming to Board meetings. The rotating representation model allows for a broader medical engagement.

Dr Clark left the meeting

11 Medical and Dental Appointments Committee

11.1 MADAAC meeting held 21 August 2019 draft minutes

The minutes and recommendations of the MADAAC meeting held 21 August 2019 were noted by the Board.

11.2 MADAAC Chair Comments

Director Treweeke advised:

- 60 temporary appointments went through the MADAAC meeting were across 21 facilities.
- A staff specialist rheumatologist has been appointed in Dubbo.

12 Audit and Risk

12.1 Audit and Risk meeting 2 August 2019 draft minutes

The draft minutes of the Audit and Risk Meeting held 2 August 2019 were noted by the Board.

The External Auditors asked for a message to be passed to the Board advising of a positive experience in dealing with the LHD Audit and Risk team, which resulted in improved quality and a better standard being delivered. The committee commended Mr Carey, Mr Bonnington and their team for their work.

12.2 Audit and Risk meeting 28 August 2019 draft minutes

The draft minutes of the Audit and Risk Meeting held 28 August 2019 were noted by the Board. This meeting was to endorse the 2018/19 financial statements.

13 District Clinical Council

The CE gave an update (refer to CE Report). There were updates from three streams.

13.1 DCC Meeting 21 August 2019 draft minutes

The draft minutes of the DCC meeting held 21 August 2019 were noted by the Board.

14 Closed Session - Chief Executive Performance Appraisal

Mr McLachlan, Mr Spittal and Ms Nott left the meeting for the discussion

15 General Business and Business Without Notice

Mr McLachlan, Mr Spittal and Ms Nott rejoined the meeting

15.1 Patient Centred Collaborative Commissioning

Mr McLachlan spoke to the briefing document which was noted by the Board. A presentation was given (refer to papers) and a discussion held.

Action:

Further information and documents will come to the next Board meeting.

Action by: Mr Spittal

Action due: 02/10/19

15.2 People Matter Survey 2019

The CE spoke to the briefing document which was noted by the Board. A discussion was held. A Workforce update is to be given at the next Board meeting.

15.3 Other LHDs

The CE advised:

- Stephen Rodwell has retired from Far West LHD as CE. Recruitment will be undertaken.
- CE and Chair of Southern NSW LHD have moved on to other positions.

15.4 Annual Board member Training Return

Ms Nott has advised Board member training information has been requested.

Action:

Ms Nott will send out a pre-completed template for members to review and add as appropriate.

Action by: Ms Nott and members

Action due: 02/10/19

16 Reflection of Meeting

Discussion held.

There being no further business the meeting closed at 1.00pm.

Signed: _____


Date – 02 October 2019 _____