



**Nepean Blue Mountains Local Health District  
Board Meeting**

DATE: 17 March 2021 TIME: 4.00pm – 6.30 pm  
VENUE: Nepean Hospital Executive Unit, Nepean Campus

**MINUTES**

**Attendees:** (P) Present (A) Apology (Ab) Absent

<b>BOARD MEMBERS</b>			
The Hon. Peter Collins, AM QC (Chair)	P	Mr Greg Allchin (Deputy Chair)	P
Mr Murray Austin	P	Mr Joseph Grassi	P
Mr Robert Lagaida	P	Dr Nhi Nguyen	P
Professor Ian Seppelt ( <i>via Skype</i> )	P	Dr Linda McQueen	P
Ms Kath Skinner ( <i>via Skype</i> )	P	Mr Gary Smith	P
Mr Clarke Scott	P	Associate Professor Stephen Fuller	P
Dr Peta Seaton, AM	P		
<b>NBMLHD EXECUTIVE &amp; STAFF</b>			
Ms Kay Hyman, Chief Executive	P	Dr Albert Yaacoub, A/Director Clinical Operations	P
Ms Jacqui Clark, Director People & Culture ( <i>via Skype</i> )	P	Ms Julie Williams, Director Nursing & Midwifery ( <i>via Skype</i> )	P
Mr Steven Black, Director Finance & Corporate Services ( <i>via Skype</i> )	P	Dr Karen Arblaster, Director Allied Health, Research & Strategic Partnerships ( <i>via Skype</i> )	P
Ms Rasha Kiswani, Director Planning ( <i>via Skype</i> )	A	Ms Debbie Wyburd, Director Clinical Governance ( <i>via Skype</i> )	P
Mr Paul Grocott, A/Director Media & Communications ( <i>via Skype</i> )	P		
<b>MEDICAL STAFF COUNCIL &amp; JUNIOR MEDICAL STAFF REPRESENTATIVES</b>			
Dr Eddy Fischer, Chair, Nepean Medical Staff Council	P	Dr Jim Kalantar, Chair Blue Mountains Medical Staff Council ( <i>via Skype</i> )	A
Dr Daniel Pellen, Mental Health Medical Staff Council ( <i>via Skype</i> )	A	Dr David Lienert, Mental Health Medical Staff Council	P
<b>WENTWORTH HEALTHCARE LIMITED (Primary Health Network)</b>			
Ms Lizz Reay ( <i>via Skype</i> )	A		

## 1. OPENING AND ACKNOWLEDGEMENT OF COUNTRY

The Chair welcomed attendees to the Nepean Blue Mountains Local Health District (NBMLHD) Board meeting and opened with an acknowledgment of country. Apologies were noted.

## 2. DECLARATION OF CONFLICTS OF INTEREST

The Chair asked members to advise any changes to the conflicts of interest register. Nil changes were advised.

## 3. MINUTES OF PREVIOUS MINUTES

Minutes of the meeting on Wednesday, 17 February 2021 were accepted as a true and accurate record of the meeting.

Moved: Mr Allchin

Seconded: Mr Smith

**Action: Endorsed by the NBMLHD Board.**

## 4. CHAIRMAN'S REPORT

The Chair officially opened the meeting noting the Board's tour of the Mental Health Service at Nepean Hospital.

### Board member tour – Mental Health Services Nepean campus

Members were delighted with the enthusiasm and dedication of the staff who deliver Mental Health Services to our community.

The Chair brought attention to the importance of Mental Health Services and how the service connects to those who are vulnerable and feel isolated during this stressful time of COVID-19. Members highlighted the importance of outreach mental health services delivered in the community. The Chair asked the Chief Executive to extend the Board's thanks to the Mental Health staff who facilitated the tour.

### Council Board Chair's (CoBC's) Meeting – Monday, 15 March 2021

The Chair reported on his attendance at the CoBC's meeting.

### Vaccination program rollout

The Chair reported briefly on the COVID-19 vaccination rollout. Members noted that the Chief Executive will provide a more extensive report locally.

### Budget/Service Agreement

Mr Allchin enquired with regard to the likelihood of the 2021/22 Service Agreement/budget providing sufficient funding to address costs associated with Stage 1 of the redevelopment and importantly Stage 2 and the anticipated Nepean Cancer and Wellness Centre expansion.

The Chair noted the need for increasing operational expenses given the increasing needs of the District's population growth. Mr Smith highlighted that the Federal government are also signalling tight fiscal times ahead.

Dr Nguyen noted the high level of new infrastructure under construction across NSW and the impact this is having on the State's recurrent expenditure budget. The Chief Executive reminded members that the development is designed with capacity for at least 10 years and therefore not everything will open immediately. Members were advised that the District's funding request is broadly in line with the Financial Impact Statement projections so the request should not be a surprise to the Ministry. The Chief Executive advised the first Service Level Agreement negotiations meeting with NSW Health will be held on 15 April.

#### University of Sydney

The Chair brought attention to the additional University of Sydney First Year Medical Students. The Chair thanked Prof Fuller for his facilitation of the process and also his collaboration with the Western Sydney University.

The Chair reported on the recent appointment of the University of Sydney Vice Chancellor Mr Mark Scott, AO. Members were advised that the new Vice Chancellor will commence in his role on 19 July 2021. The Chair highlighted that Mr Scott, AO is an advocate for the suburbs of Western Sydney.

#### Western Sydney Leadership Dialogue

The Chair reported on his recent attendance to the Western Sydney Leadership Dialogue, noting again disappointment that Parramatta and Liverpool feature more prominently than Penrith in all discussions. The Chair highlighted the importance of collaboration especially with a state of the art facility and infrastructure within Nepean Blue Mountains Local Health District.

## **5. CHIEF EXECUTIVE REPORT**

Members noted the Chief Executive Report for the month of March 2021. The Chief Executive highlighted the following:

### ***Healthy People and Communities***

#### COVID-19 update – current situation

The Chief Executive reported that since writing her report there has been a positive case identified. Members given an update on the current status of NSW.

#### Vaccination Program

The Chief Executive reported that there has been more than 1,000 category 1A staff who have been vaccinated at the Westmead Pfizer vaccination hub. The District Astra Zeneca vaccination clinic opened on Monday, 15 March. The Chief Executive reported that it is anticipated that the Nepean Hub will vaccinate up to 250 staff per day.

#### Inaugural Festival of Inclusion

The Chief Executive reported on the District Inaugural Festival of Inclusion which occurred from 1-5 March. The theme of the festival was 'Discover, Learn, Respect, Celebrate' and was launched on World Zero Discrimination Day.

#### Palliative Care Home Support Packages (PEACH) Program

The Chief Executive reported that after further discussions with South Western Sydney Local Health District it has been determined that the PEACH Program will no longer be viable. The program will cease patient intake from June 2021. Members were advised that the District is sourcing alternative services within the available funding.

*Kath Skinner joined the meeting at 4.47pm.*

## ***Exceptional Patient and Consumer Experiences and Outcomes***

### Nepean Hospital Capacity

The Chief Executive provided an update on the Nepean Hospital capacity. Members were advised the Nepean bed base has also increased to assist with patient flow. Members noted that staff are working to full capacity and are facilitating demand as efficient as possible. Dr Fischer and Prof Seppelt provided members with insight on service demands and the support provided by the clinical staff. Members held discussion on the District anticipation of return to Trauma Services.

### Western Renal Service (WRS)

The Chief Executive reported that the WRS (Western Sydney LHD and Nepean Blue Mountains LHDs) met with NSW Ministry of Health on 9 March to discuss demand for dialysis services. Further discussions planned.

### Family Therapy Centre (Child Adolescent Mental Health Service)

The Chief Executive reported on the Australian Health Facility Guidelines (AusHFG) which indicate endorsed spaces for various clinical areas in any redevelopment or refurbishment.

The Chief Executive stated that for the CAMHS unit the District is advocating for three areas which are in excess of the current AusHFG guidelines:

- Courtyard space – to allow adolescents to have space to engage with physical activity
- Education space – provision of a class room which allows for continued connection with school activities in a designated purpose built area
- Carer accommodation – separate accommodation for parent/s which will allow them to stay with their child but not required to ‘room in’ with them

The Chief Executive reported that the District will continue to advocate for these items. The Chair stated that these items are very modest when considering the service that will be provided to the Child Adolescent Mental Health Service.

## ***Talented, Happy and Engaged Workforce***

### Wellbeing Framework Progress

The Chief Executive reported on the NBMLHD Staff Health and Wellbeing Framework. The Framework outlines the District’s commitment to the staff. The framework focuses on key elements of wellbeing and identifies strategies to support the workforce to improve or maintain their own health. It is consistent with the NBMLHD vision and CORE values. Members noted that over the next three years the District aims to strengthen and embed wellbeing practices and principles into multiple areas of service provision and ways of working.

The Wellbeing Framework aims to focus on three broad wellbeing strategies:

- Healthy People - To raise awareness and promote opportunities and behaviours to empower staff to look after their physical and mental health
- Healthy Places - To ensure physical environments provide safe and healthy places for people to work and thrive

- Healthy Culture - To incorporate and value wellbeing as a central aspect of the District's culture

#### Additional Medical Students

The Chief Executive reported that the Nepean Clinical School has 60 first year University of Sydney students. Members were advised by comparison Concord have 59, Royal Prince Alfred 68 and Westmead / Royal North Shore 65. Members were excited to hear that the District welcomes 4 Western Sydney University students per term in Medicine and Surgery.

The Chief Executive thanked Prof Stephen Fuller and Prof Annemarie Hennessy (Dean of Medicine Western Sydney University) for bringing this new group to Nepean.

The Chair brought attention the purpose of a teaching Hospital and the added benefits of marketing our state of the art facility. Members held discussion on the desirability of providing a 'student welcome pack'.

#### ***Hub for Research and Innovation***

##### Telehealth

The Chief Executive highlighted the Telehealth initiatives that were developed during COVID which include the Agency Clinical Innovation and eHealth NSW who are leading a Virtual Care Accelerator initiative. As part of this initiative, NBMLHD have been successful in securing funding for three projects which include:

- Family Metabolic Health Service – development of a hybrid (face to face and virtual) model of care
- Paediatric Hospital in the Home (HiTH) Video Consultations
- HiTH Remote Monitoring

##### NBMLHD Conference

The Chief Executive provided members with an update on the NBMLHD Conference to be held on Thursday, 25 March and Friday, 26 March.

#### ***Responsible Governance and Financial Management***

##### February Result

The Chief Executive reported on the February result for NBMLHD. Mr Smith brought attention to own source revenue target and whether this was achievable. The Chief Executive noted that whilst patients may identify has having private insurance many of them find that the policy has exclusions/restrictions that mean it cannot be used. The reduction in non-resident debts is noted.

##### Service Agreement

The Chief Executive reported on the NSW Ministry of Health and Nepean Blue Mountains Local Health District Service Agreement meeting on 9 March which is the commencement of the 2021/22 negotiation process. Members were advised that key items to be raised are the impacts of Nepean Redevelopment Stage 1, the new Western Renal Service and the Hawkesbury service negotiations.

Central Coast (CCLHD) and Illawarra Shoalhaven (ISLHD) Local Health DistrictsThe Chief Executive noted the continuing work with CCLHD and ISLHD.

### Capital Investment Priorities

The Chief Executive reported on the 'Capital Investment Priorities Process' is a new process introduced by the Ministry of Health that replaces the former 'Asset Strategic Planning' process. The Ministry of Health is now asking LHDs to submit proposals for their capital priorities in line with criteria outlined in the new NSW Health Investment and Prioritisation Framework. Work has commenced to confirm our top capital priorities in the NBMLHD. The Chief Executive reported that the District will resubmit the proposal for the One Hospital in the Blue Mountains.

### Hawkesbury District Health Service (HDHS) Contract

The Chief Executive provided an update on discussions with NSW Ministry of Health regarding the HDHS contract.

### Restructure

The Chief Executive reported that the implementation of the NBMLHD restructure has been progressed with interviews scheduled for the two new executive roles on Friday, 19 March.

### Reintroduction of Paid Parking

The Chief Executive reported that the reintroduction of paid parking for staff will commence from 5 April. Initially, car parking was made free at all NSW Health facilities for patients, visitors and staff as part of the system's COVID-19 response. Members noted that advice to patients and visitors will be provided via multiple channels.

## ***Nepean Hospital and Integrated Ambulatory Services Redevelopment Report***

### Nepean Hospital Stage 1 – Open Day

The Chief reported that there will be a community open day prior to moving into Nepean Hospital Stage 1. This will be an opportunity for the community to get a 'behind the scenes' view of the new facility. It also provides an opportunity to promote alternate ways to access health care.

### Stage 2 – Finalising the Business Case

The Chief Executive reported on the final business case for Nepean Redevelopment Stage 2. Members noted that the community has provided input.

### Nepean Cancer and Wellness Centre

The Chief Executive reported on the recent flooding / storm damage at the Nepean Cancer Care Centre. Members were provided with photos to demonstrate the impact of the flooding. Of particular concern was the safety issue that could have impacted patient care. The Chair highlighted that it demonstrates the need for a new Nepean Cancer and Wellness Centre.

Mr Lagaida highlighted the Nepean Redevelopment Stage 1 financial funding of beds and the necessity for workforce planning as a significant uplift.

### Winter Demand

Members held discussion regarding the demand on services with the population growth leading into winter. Dr McQueen brought attention to community members who perceive the only access to specialist services is by attending the Emergency Department. The Chief Executive reported that the Patient Flow Hub is designed to ensure any patient is given the right care at the right time.

Dr McQueen inquired if there are any Aboriginal Liaison officers at Blue Mountains District ANZAC Memorial Hospital (BMDAMH) and Lithgow Portland Hospital. The Chief Executive responded that BMDAMH are in the final recruitment stages and the Lithgow role is more a community based model.

## **Section B - Appendices**

### Lithgow Aged Care

For information.

### COVID-19 Screening

For information.

### Construction update

For information.

## **Section C**

### NBMLHD KPIs by Directorate

For information.

### NBMLHD Emergency Department - Elective Surgery and Hub Performance

For information.

### Ministry of Health Surgical Dashboard – January 2021

For information.

### Ministry of Health League Table – January 2021

For information.

### Oral Health Service Profile: Activity FYTD January 2021

For information.

### Media & Communications Board Report February 2021

For information.

## **6. FEEDBACK FROM MEDICAL STAFF COUNCIL**

### 6.1 Nepean Medical Staff Council

Dr Fischer reported that the Nepean Medical Staff Council met on Tuesday, 16 March. Member noted that there will nil items to be reported.

### 6.2 Blue Mountains Springwood Medical Staff Council

Nil report.

### 6.3 Mental Health Medical Staff Council

Dr David Lienert reported on behalf of the Mental Health Medical Staff Council. Dr Lienert brought attention to the demand on Mental Health Services. The Chair reported that the Board

are keen to support the Mental Health team in practical ways and were delighted with staff professionalism and dedication.

## **7. WENTWORTH HEALTHCARE LIMITED (PRIMARY HEALTH NETWORK)**

In the absence of Ms Reay members were provided with a written report.

## **8. NBMLHD RESEARCH & EDUCATION FOUNDATION**

Mr Grassi reported that the NBMLHD Research & Education Foundation have held their first Board meeting on 12 March. Members were advised that Board meetings will be held once per month with the aim to develop a strategy moving into the future. Members were advised of the Cardiac Fundraiser scheduled on 3 September at Parramatta Goal.

## **9. WORK, HEALTH & SAFETY**

### 9.1 Board Members' Advice to NBMLHD Executive

Nil report.

### 9.2 NBMLHD Executives' Advice to Board

Members held extensive discussion on the work, health & safety issues due to the flooding around the Nepean Cancer Care Centre. It was noted that with the anticipated heavy rain the flooding is a regular occurrence and is considered dangerous.

**Action: Chief Executive to provide an update at the April meeting.**

## **10. ACTION SHEET**

Nil report.

## **11. CORRESPONDENCE IN**

11.1 HPRM 21/23052 Letter from NSW Minister for Health and Medical Research regarding Blue Mountains District ANZAC Memorial Hospital Inquiry into Health Outcomes and Access to Health and Hospital Services in Rural Regional and Remote NSW

*The Chair advised that the 'correspondence in' is for noting.*

## **12. CORRESPONDENCE OUT**

Nil.

## **13. COMMITTEE REPORTS**

### 13.1 Aboriginal Health

Members noted the attached Aboriginal Health Committee Quadrant Report. Mr Scott reported on the recruitment of:



- Aboriginal Mental Health Liaison Officer
- Female Aboriginal Liaison Officer, Nepean Hospital
- Aboriginal Health Manager

### 13.2 Audit & Risk Committee

Members noted that the next Audit & Risk Committee meeting will be held on 18 March 2021. Mr Lagaida reported that the April agenda has Cyber Security as a major focus.

### 13.3 Clinical Services Strategic Development

Members noted the attached Clinical Services Strategic Development Committee Quadrant Report.

### 13.4 Finance & Performance

Members noted that the Finance & Performance Committee meeting was held on 15 March 2021. Reports are available on the NBMLHD Board portal.

Mr Lagaida brought attention to the projection of financial deficit and stated that after review of the data Nepean is cost efficient. Mr Lagaida reminded members that Nepean Hospital is listed as an A1 hospital category under the NSW Health guidelines and that potentially teaching hospitals should be restricted to A1 facilities.

### 13.5 Health Care Quality Committee (HCQC)

Members noted the attached Health Care Quality Committee Report.

### 13.6 Medical & Dental Staff Appointments Advisory Committee (MDAAC)

Mr Allchin reported that the Medical & Dental Staff Appointments Advisory Committee minutes are attached for information. Mr Allchin reported that the District has commenced the Quinquennial reappointment process.

### 13.7 Integrated Care

Members noted that attached Integrated Care Quadrant Report is attached for information.

### 13.8 Research

Members noted the attached Research Committee Quadrant Report. The Chief Executive brought attention to the position of Operations Manager for Research that will be advertised.

### 13.9 Workforce & Culture

Members noted that the next Workforce & Culture Committee meeting is scheduled on 27 April.

### 13.10 Work, Health & Safety Committee

Members noted that the next Work, Health & Safety Committee meeting is scheduled on 27 April.

## **14 BUSINESS WITHOUT NOTICE**

### Funding for Police, Ambulance & Clinical Early Report (PACER) Program

Mr Allchin highlighted the extraordinary work by the PACER team supporting Mental Health services. Mr Allchin highlighted the importance of this work when consideration should be given to Penrith LGA rating for Domestic Violence. Members noted that the funding for the PACER program will conclude in June 2021. Mr Allchin recommended that the Board endorse the support by funding the program into the future.

**Action: Board members endorsed continuing to provide additional funding for the PACER program after June 2021.**

NBMLHD Board meeting – 21 April 2021

Members held discussion on the format of the next Board meeting. It was agreed that Lithgow Council will be invited to the meeting and there also be a 30 minute meet and greet with staff at Lithgow Hospital.

**15 FOR INFORMATION ONLY**

Nil report.

The meeting closed at 6.15 pm

**16 NEXT MEETING**

**Date:** Wednesday, 21 April 2021

**Time:** 4.00pm – 6.30pm

**Venue:** Lithgow Hospital campus

*Nepean Blue Mountains Local Health Board Minutes 17 March 2021.*



The Hon. Peter Collins, AM, QC.

Date: 21 /04 /2021