

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

DATE: 15 February 2023 TIME: 4.00pm – 6.30 pm  
VENUE: Nepean Health Hub, Barber Avenue Kingswood

**MINUTES**

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

<b>BOARD MEMBERS</b>			
The Hon. Peter Collins, AM KC (Chair)	P	Mr Murray Austin	P
Associate Professor Stephen Fuller	P	Mr Robert Lagaida	P
Dr Nhi Nguyen	P	Dr Antonio Rombola	P
Ms Pamela Rutledge, AM	P	Dr Peta Seaton, AM	A
Professor Ian Seppelt ( <i>via TEAMS</i> )	P	Mr Stan Grant ( <i>via TEAMS</i> )	Ab
<b>NBMLHD EXECUTIVE &amp; STAFF</b>			
Ms Kay Hyman, Chief Executive	P	Mr Brett Williams, Director Hospital Services ( <i>via TEAMS</i> )	P
Ms Jacqui Clark, Director People & Culture ( <i>via TEAMS</i> )	A	Ms Kim Maddock, A/Director Nursing & Midwifery ( <i>via TEAMS</i> )	P
Mr Luke Bellman, A/Director Finance & Corporate Services ( <i>via TEAMS</i> )	P	Dr Karen Arblaster, Director Allied Health, Research & Strategic Partnerships ( <i>via TEAMS</i> )	P
Ms Vanessa Clements, Director Planning, Redevelopment & PMO ( <i>via TEAMS</i> )	P	Ms Michael Wood, A/Director Clinical Governance ( <i>via TEAMS</i> )	P
Mr Paul Grocott, Director Corporate Communications	P	Ms Cathy Crowe, Director Community & Integration ( <i>via TEAMS</i> )	P
Prof Mohamed Khadra, Director Strategy & Innovation ( <i>via TEAMS</i> )	P		
<b>MEDICAL STAFF COUNCIL &amp; JUNIOR MEDICAL STAFF REPRESENTATIVES</b>			
Dr Eddy Fischer, Chair, Nepean Medical Staff Council ( <i>via TEAMS</i> )	P	Dr Stavros Prineas, Chair Blue Mountains Medical Staff Council ( <i>via TEAMS</i> )	P
Dr Daniel Pellen, Mental Health Medical Staff Council ( <i>via TEAMS</i> )	A		
<b>WENTWORTH HEALTHCARE LIMITED (Primary Health Network)</b>			
Ms Lizz Reay ( <i>via TEAMS</i> )	A		

## 1. OPENING AND ACKNOWLEDGEMENT OF COUNTRY

The Chair opened the meeting with an Acknowledgement to Country. Members were advised that the Acknowledgement to Country is available on the NBMLHD website under the 'About Us' page. Members noted that this was produced by NBMLHD Warami Nula (Aboriginal Workforce) and holds special meaning for its use within the District. The Chair confirmed that it will be adopted by the Board.

Members noted apologies for the meeting.

### Premier's visit – Stage 2 Turning of the Sod

The Chair reported that the Premier and Minister of Health attended Nepean campus yesterday to turn the sod for Stage 2, Nepean Hospital. The Chair emphasised that this is a very significant milestone in that it marks the District's achievements to date and moving into the next Stage of the Nepean Redevelopment.

## 2. Wentworth Healthcare Limited (Primary Health Network)

Nil report.

## 3. Feedback from Medical Staff Council

The Chair noted that Dr Pellen was an apology for this meeting.

### 3.1 Nepean Medical Staff Council

Dr Fischer reported on behalf of the Nepean Medical Staff Council and brought attention to Junior Medical Officer and Basic Physician Training roles. Members noted that the first Medical Staff meeting for 2023 will be held on 14 March.

### 3.2 Blue Mountains Springwood Medical Staff Council

Dr Prineas reported on behalf of the Blue Mountains & Springwood Medical Staff Council. Members were advised that lobbying continues for a new Hospital in the Blue Mountains. The Board continues to strongly support the need for a new hospital in the Blue Mountains.

### 3.3 Mental Health Medical Staff Council

Nil report.

### 3.4 NBMLHD Executive Medical Staff Council

Nil report.

## 4. PRESENTATION – Board Level Net Zero training discussion and NBMLHD Sustainability Plan presentation

Ms Rutledge and Prof Fuller reported on their attendance to the NSW Ministry of Health Board

Level Net Zero Training held in October 2022. Members were provided with a background paper that highlights the Board's role in creating a sustainable health system. Ms Rutledge and A/Prof Fuller reported that NBMLHD has a well-developed Sustainability Strategy. Members were asked to consider how the Board can support this work.

Members discussed that focus needs to be both on process improvements and savings (stock levels, energy use and management, delivery processes, packaging, waste reduction, transport, leasing of equipment rather than purchase) and clinical innovation and improvement (streamlining and integrating care to reduce duplication and waste).

Mr Scott Hanson, Energy and Performance Sustainability Business Partner provided members with an overview on Environmentally Sustainable Healthcare at NBMLHD. Mr Hanson stated that NBMLHD has surged ahead in the last five years and considered to be a leader in NSW Health.

Members noted that the District Sustainability Plan has four key areas:

- Sustainable facilities
- Climate resilient healthcare
- Green & healthy travel
- Waste management

Mr Hanson reported there are currently three key projects:

1. Energy Performance project
2. Climate Risk Ready assessment
3. Carbon foot printing initiative

The Nepean Hospital Building A has a 4-star green design equivalent and is 10% more efficient. Stage Two the Nepean Hospital will have a 5-star design equivalent.

Mr Hanson reported on the future activities. The Chief Executive advised that regular updates will be provided to the Board. It was agreed that the Board Strategy & Planning Sub Committee will have overarching responsibility of the Sustainability Plan for the District. The Chair highlighted the importance of this work given the number of natural disasters that the District already experiences. Dr Nguyen stated that consideration should be given to clinician choice, behaviour change and how the District can make a difference.

Mr Hanson reported that NBMLHD has been recognised by the Green Global Healthy Hospitals and awarded the Silver Award for Climate Leadership. Members held discussion on the role of the NBMLHD and how to support and promote the widest staff engagement in sustainable action.

It was agreed that the Board needs to support management in sustainable action, but also look outwards to promote sustainable actions with our partners, suppliers, contractors, consumers and community members.

## **5. DECLARATION OF CONFLICTS OF INTEREST**

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

## 6. MINUTES OF PREVIOUS MINUTES

Minutes of the meeting on Wednesday, 14 December 2022 were accepted as a true and accurate record of the meeting.

Moved: Mr Lagaida  
Seconded: Ms Rutledge

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

## 7. CHAIRMAN'S REPORT

The Chair reminded members that regardless of the election outcome there will be a new Minister for Health due to the retirement of Minister Hazzard.

The Chair noted the significant progress of the Nepean Redevelopment and the opening of private facilities around the campus, creating a health precinct. Members noted that the priorities for the year will be how to attract additional Junior Medical Staff.

**Action: Chair to write to NSW Minister of Health after election on the progression of the region and need for additional Junior Medical Staff.**

## 8. CHIEF EXECUTIVE REPORT

Members noted the Chief Executive's report for the month of February 2023. The Chief Executive advised that the report will be taken as read and highlighted the following:

### ***Healthy People & Communities***

#### Giovanna Baiada Dementia Research and Innovation Institute

A meeting was held recently with Celestino to progress planning for the Institute. Celestino advised that are advocating for a health facility within the Sydney Science Park.

#### COVID-19 Update

NSW has moved to status yellow. Members were advised that there are currently 8 COVID-19 inpatients, nil Hospital in the Home (HITH) and 17 furloughed staff. The attached Appendix COVID-19 Risk Monitoring Dashboard is provided for information.

#### Lithgow Community Private (LCP)

Negotiations with LCP are ongoing with processes are being finalised to support good working relationships with Lithgow Hospital and the District.

#### Hawkesbury District Health Service - St John of God Healthcare

Negotiations are also ongoing with St John of God Healthcare. Members were advised of a meeting held with the Deputy Secretary NSW Health, Chair of St John of God Healthcare and Chief Executive NBMLHD. The Chair highlighted the need to ensure processes are in place

with these negotiations moving forward.

*Dr Rombola declared he is a member of the Hawkesbury Medical Advisory Council*

### State-wide Purchasing Agreements

To date District has been unable to reach an agreement with any private providers to execute agreements under the arrangements negotiated by NSW Ministry of Health on behalf of the Local Health Districts. Negotiations are ongoing with two private operators. The District is implementing an in-house model to support the District's return to triple zero. The Chief Executive thanked Prof Khadra for his initiative and work to date.

### Drug and Alcohol Services

Initial funding of \$1M was received as part of the Government response to the findings of the Special Commission of Inquiry into the Drug Ice (Ice Inquiry). The Ice Inquiry identified significant unmet needs for Alcohol and Other Drugs (AOD) services across NSW and gaps in the service system. New and enhanced LHD AOD services will be critical to fill these gaps and meeting demand.

### MERIT program expansion

Funding of \$518K has been received for the enhancement of the existing Drug Magistrates Early Referral Into Treatment (MERIT) program for Katoomba and Penrith Local Courts. This enhances processes to accept alcohol referrals in 2022/23 and will establish the Drug and Alcohol Magistrates Early Referral Into Treatment (MERIT) program for Windsor Local Court in 2023/24.

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

### System Capacity

The NBMLHD Emergency Department Elective Surgery and Hub Performance Report is attached for information.

### Nepean Hospital - Emergency Department opens

The new Emergency Department, Satellite Medical Imaging and some Cardiac Services opened in Building A on 2 February 2023. Members were advised that the move was without incident and executed smoothly. Satellite Imaging provides a dedicated co-located Imaging service to the Emergency Department, aiming to improve the patient experience and enhance efficiency. Fifteen new graduate radiographers were recruited along with four radiology registrars, senior radiographers, nurses, and technical assistants. The new Satellite Imaging services offers an excellent training.

### Lithgow MRI

The new Lithgow MRI service has scanned more patients than anticipated with approximately 300 scanned to date. Feedback from community and local referrers has been excellent with the ability for patients to access MRI scans locally, decreasing their travel costs. To date referrals are coming from the Blue Mountains and Lithgow LGAs, as well as Western NSW Local Health District and Western Sydney Local Health District.

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

#### Medical Board of Australian Medical Training Survey (MTS)

The Medical Board of Australian Medical Training Survey (MTS) run by the Medical Board, is a survey that tracks feedback about the quality of medical training in Australia.

Nationally 34% of all trainees experienced and/or witnessed bullying, harassment, discrimination and racism. The rate for Aboriginal and Torres Strait Islander trainees was 55%.

Nationally the source of bullying, harassment, discrimination and racism changed in 2022, with an increase in patients and or family/carers identified as the source of the incident (up from 38% in 2021 to 45% in 2022).

Members noted the Nepean Hospital results

- 78% rated the quality of their teaching sessions as good or excellent overall
- 83% rated the quality of their clinical supervision as excellent or good
- 69% reported that the workplace supports staff well-being
- 68% reported that bullying, harassment, or discrimination by anyone was not tolerated in the workplace, 75% knew how to raise concerns about these issues, including racism, and 69% were confident that they could raise these concerns. 71% reported a positive culture in the workplace. 31% had experienced bullying, harassment and/or discrimination and 40% reported witnessing these incidents.
- 87% reported that they knew how to report concerns about patient care and safety, and 82% felt confident to raise their concerns. 75% considered that there was a culture of proactively dealing with concerns about patient care and safety.
- 70% reported receiving training on how to provide culturally safe care.
- 50% reported their workload as heavy or very heavy.
- 74% would recommend their training positions to other doctors.
- 62% were concerned about securing employment on completion of training.
- 39% were concerned that they would not successfully complete their training programs to attain Fellowship and/or secure a place in their preferred College training program.
- 26% were considering a future outside of medicine

Members were advised that Workforce Culture Board Sub Committee oversights all staff related survey results. Dr Nguyen asked if there was a link between response rate and registration for the MTS.

**Action: Chief Executive to check if response rate is linked to registration and report back.**

## NSW Nurses and Midwives' Association Industrial Actions

Members were provided with an update on the NSW Nurses and Midwives' Association industrial action to date.

## NBMLHD Aboriginal and Torres Strait Islander staff

NBMLHD currently has 178 Aboriginal and/or Torres Strait Islander employees (excl. Agency staff). This is a 2.92% representation of the total NBMLHD workforce. This is the highest percentage of Aboriginal Workforce the District has employed to date.

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

### NBMLHD Research Strategy launched

The inaugural NBMLD Research Strategy and Implementation Plan was launched on 15 December.

Our vision to enable "Effective evidence-based best practice health care for all, delivered by a talented, happy and engaged workforce via a sustainable health system" is underpinned by 5 Strategic Research Aims:

1. Partner with the community to undertake research that is inclusive, engaging, accessible and addresses expressed local needs
2. Build staff capacity and support research embedded in health services that improves patient satisfaction and outcomes
3. Invest in research infrastructure and build funding sources that are sustainable and equitable
4. Build collaborations and partnerships with universities, education partners, research institutes, industry and the community that are productive, strategic and transparent
5. Provide effective, efficient, and transparent research governance

### Key Performance Indicators – a Perfect Score

Members noted that NBMLHD achieved 100% of all research ethics and governance applications approved within target timeframes in Quarter 4 2022. This is an outstanding achievement which builds on steady improvement over the preceding 12 months. The Research Office team has worked tirelessly to refine their processes and better support researchers to navigate the application processes.

### Artificial Intelligence (AI) to monitor patients' vital signs remotely

In collaboration with the Visual Telehealth Lab at USYD NBMLHD is trialing the use of AI to monitor patients' vital signs remotely during standard telehealth appointments.

The locally developed AI based Remote Patient Monitoring System uses video images of the patients face to accurately measure their heart rate without the need for any additional devices.

The technology is designed to work with consumer level cameras (already attached to computers and tablets) and can be further developed to measure additional statistics such as blood pressure, oxygen, pain and anxiety levels.

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

#### Year to Date January Result

Mr Bellman reported on the January 2023 result and forecast.

#### Somerset Cottage Early Childhood Education and Care Centre

The Chief Executive reported that negotiations are progressing consistent with the timeline.

#### Nepean Foundation Planning Day – April 2023

The district is supporting the Nepean Foundation for their planning day by engaging a facilitator and providing a room for the session in the Health Hub. The Nepean Foundation planning day is scheduled in April 2023.

### **Section B – Appendices**

1. COVID-19 Risk Monitoring Dashboard  
For information.
2. NSW Health Hepatitis Strategy 2023-2026  
For information.
3. Joint Data Sharing between LHD and Primary Health Network (PHN) – Terms of Reference  
For information.

### **Section C**

1. NBMLHD KPIs by Directorate  
For information.
2. NBMLHD Emergency Department – Elective Surgery and Hub Performance – January 2023  
For information.
3. NSW Ministry of Health League Table – November 2022  
For information.

4. Surgical Dashboard – November 2022  
For information.
5. Corporate Communications Board Report - November 2022  
For information.

## 9. WORK, HEALTH & SAFETY

9.1 Board Members' Advice to NBMLHD Executive  
Nil Report

9.2 NBMLHD Executives' Advice to Board  
Nil Report

## 10. ACTION SHEET

10.1 NBMLHD Sustainability plan presentation  
Refer to Agenda Item 4.

10.2 Report on services requesting space and available spaces on Nepean campus

**Action: Deferred to the March meeting.**

10.3 Information on Future Research Partnerships

**Action: Deferred to the March meeting.**

10.4 Board Governance Reporting

Members noted attached report on the NBMLHD governance structure in relation to systems and support mechanisms in place across NBMLHD. Whilst the information provided was in response to a question relating to the recent events at Mackay Hospital the information is aims to outline the systems and processes in place to prevent, identify and where necessary manage events regardless of specialty. Members held discussion on regular report, death reviews and individual reporting. It was noted that for any system to be completely effective there needs to be a strong reporting culture.

The Mackay Hospital event raises how the Board become aware of the need for a review, how to inform appropriately and how the Board is kept up to date. The Chief Executive highlighted the significant cultural and procedural difference in place with NBMLHD in comparison to Mackay Hospital.

HCQC is the Board Sub-Committee which has the monitoring role for clinical safety and quality. Issues of concern to HCQC should be included in the Quadrant report to the Board.

10.5 Joint Data Sharing LHD and Primary Health Network (PHN) Terms of Reference  
Refer to Chief Executive Report Appendix 3.

## **11. CORRESPONDENCE IN**

11.1 CM22/65406 Email to the NBMLHD Board regarding staff appreciation for Lithgow Medical Imaging

11.2 CM/66694 NSW Ministry of Health – NBMLHD Quarterly Board Reports July to September 2022

11.3 CM23/2455 Dare Disability – Letter to Chair regarding Ms K Alexander and her support to DARE

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

## **12. CORRESPONDENCE OUT**

Nil.

## **13. COMMITTEE REPORTS**

### 13.1 Aboriginal Health

Members noted that the Aboriginal Health Committee met on 9 February. Ms Rutledge provided members with an update.

### 13.2 Audit & Risk Committee

Members noted that the next Audit & Risk Committee meeting is scheduled on 16 March 2023.

### 13.3 Finance & Performance

Members were advised that the Finance & Performance Committee meeting will be held on Monday, 20 February 2023. Reports will be uploaded to the NBMLHD Board Share Point site.

### 13.4 Health Care Quality Committee (HCQC)

Members noted that HCQC meeting met on 8 February. Dr Nguyen reported that HCQC will be moving to monthly meetings especially as the District draws closer to accreditation. Dr Nguyen reported on a presentation by Ms Megan Gosbee, Manager Counselling and Case Support – Primary Care and Community Health. The presentation highlighted that 60% of police call outs in this District are for domestic violence.

**Action: Secretariat to arrange presentation to the Board**

### 13.5 Medical & Dental Staff Appointments Advisory Committee

Prof Fuller reported that the attached minutes are for noting.

### 13.6 Integrated Care Joint Board

Members noted that the next Integrated Care Joint Committee is scheduled on 1 March.

### 13.7 Research

Mr Austin reported that the attached Research Committee Quadrant Report is attached for information.

### 13.8 Strategy & Planning Committee

Members noted that the next Strategy & Planning Committee meeting is scheduled on 27 February.

### 13.9 Workforce & Culture

Ms Rutledge reported that the attached Workforce & Culture Committee Quadrant Report is attached for information.

**Action: Presentation on People Matters Employee Survey and actions will be provided to the Board.**

### 13.10 Work, Health & Safety

Mr Austin reported that the attached Work, Health & Safety Committee Quadrant Report is attached for information.

## **14. BUSINESS WITHOUT NOTICE**

Nil.

## **15. FOR INFORMATION ONLY**

The meeting closed at 6.16 pm.

## **16. NEXT MEETING**

**Date:** Wednesday, 15 March 2023

**Time:** 4.00-6.30pm

**Venue:** Warragamba Executive Boardroom, Station Street, Penrith

*Nepean Blue Mountains Local Health Board Minutes 15 February 2023.*



---

*The Hon. Peter Collins, AM, KC.*

Date: 15 / 03 / 2023