
Minutes

Ordinary Meeting of the Board of the Far West Local Health District at the BHHS

Date: 27 February 2023

Time: 9.00am ACDT (9.30am AEDT)

Venue: Auditorium, Community Health Centre, Broken Hill and via Microsoft Teams

Present:

Members:

Mr Brad Astill	Chief Executive
Dr Andrew Refshauge	Board Chair
Mr Wincen Cuy	Board Chair
A/Prof Lilon Bandler	Board Member
Ms Mariette Curcuruto	Board Member
Mr Jason Masters	Board Member
Ms Sally Pearce	Board Member
Ms Pam Tucker	Board Member
A/Prof Michelle Dickson	Board Member

In Attendance:

Mr David Green	Director People and Culture
Mr Dale Sayers	A/Finance Team Leader
Ms Hannah Everuss	Board, Committees and Policy Officer (Minutes)

Meeting Opened 9.30AM ACDT/ 10.00 AM AEDT

Item 1. Acknowledgement of Country

The Far West Local Health District acknowledges the traditional owners of the lands within its boundaries including: the Barkandji; the Muthi Muthi; the Wilyakali; the Ngayampaa; the Wadigali; the Malyangaba; and the Wangkumara. We acknowledge and pay respects to the Elders past and present and their ancient wisdoms. We also acknowledge the communities of today and the Aboriginal community members who are part of our communities.

Item 2. Apologies

A/Prof Michelle Dickson	Board Member
Mr Paul Kemp	Board Member
Mr Justin Files	Board Member

Item 3. Disclosure of Interest

Mr Paul Kemp advised out of session of his election as the Chair of the Broken Hill Aboriginal Working Party.

Item 4. Order of Business/Urgent Business

Nil.

Item 5. Minutes of Ordinary Board Meeting 12 December 2022

Resolution: **The Minutes of the Ordinary Board meeting held on 12 December 2022**
Moved Pamela Tucker, seconded Jason Masters Files, and Carried.

Item 6. Action List

Action Item 22 – 17 Sustainability Ratings Health Infrastructure

Ongoing. The Chief Executive advised that FWLHD are awaiting a written reply from Health Infrastructure.

Item 22 – 19 Lead Program

Ongoing. The Chief Executive advised a meeting had been convened with representatives from the Department of Premier and Cabinet, Department of Mining, Exploration and Geoscience, the Environmental Protection Authority, Rural and Regional Division of Health, Broken Hill Council, Maari Ma Aboriginal Health Corporation and the Far West LHD to further discuss the lead program in Broken Hill. A detailed briefing was provided to the Department of Premier and Cabinet to cover off some of the issues, outlining the EPA decision to decrease funding to the lead support program in Broken Hill. It was believed the focus of the meeting would be broad based focusing on rehabilitation and prevention within the area.

Item 22 – 22 Buronga HealthOne Official Opening

Complete. The Buronga HealthOne Official Opening was held on 31 January 2023. Mr Brad Astill and Mr Wincen Cuy attended on the FWLHD Boards behalf, Deputy Premier Mr Paul Toole attended the Official Opening and the Wentworth Hospital facility during his visit to the region. Ms Lyn Pritchard from the Two Rivers Health Council was also in attendance along with many Committee Members.

Strategic Matters

Item 7 Reflections on Our Care

Item 7.1 Participant Story - Destiny

The Board noted the participant story and noted the culture issues raised with actions being put in place to address these.

Item 7.2 Patient Story – Tony

The Board noted the patient story.

Item 8 Presentation

Nil presentation tabled. The Director of People and Culture attended the Board meeting as the Executive Team representative and noted that he will be presenting on the People and Culture portfolio in July 2023 at the remote site meeting to be held in Tibooburra.

The Board attended a morning tea break from 11.20am returning at 11.30am ACDT

Item 9 KPI Reports

Item 9.1 KPI Dashboard Report

The KPI Dashboard report for December 2022 was discussed with actions in place to address endocrine complications. The Board noted the pleasing improvement to the Emergency Treatment Performance (ETP).

The Board noted the Key Performance Indicator Dashboard report.

Item 9.2 Chief Executive Report

The Chief Executive, Brad Astill noted key points within the report.

- The Far West LHD has maintained its financial performance rating with no concerns highlighted regarding Key Performance Indicators.
- The implementation of 'My Emergency Doctor' has been successful with positive patient experience feedback received. Those who have utilised the service have indicated they would be willing to undertake virtual appointments in future. The implementation has seen improvement in ETP for categories 2 & 3, with improvement in triage time, time to treatment and waiting time. By absorbing the category 4 & 5 case load this has enabled Broken Hill Health Service Emergency Department to take care of categories 2 & 3 more readily. Did not wait and discharge against medical advice performance indicators have also improved considerably. Patients are given the choice of a virtual appointment or waiting to see someone face to face in the Emergency Department. The majority are choosing to take a virtual appointment.
- The Far West LHD and Sydney LHD are in the process of establishing a partnership Agreement/Memorandum of Understanding. This will ensure that any partnerships formed throughout the tenure of the current Chief Executives can continue past the tenure of the incumbent and mitigate risk of the partnership being built around personalities. Other possible virtual services are being discussed with the potential for assistance to be provided in Emergency Departments, Allied Health, Dental, Rehabilitation, Haemodialysis and potentially some surgeries.
- The Far West LHD are currently welcoming senior nursing staff on secondment from Sydney LHD to provide support in the Broken Hill Health Service Emergency Department. The Board discussed the need to gain feedback from these nurses on their experience. The testament of the experiences may be helpful to attract future workforce.
- The Far West LHD are meeting with the Rural Doctors Network, the Royal Flying Doctor Service and Coomealla Health Aboriginal Corporation in Wentworth to discuss the Collaborative Care Program. A federal government initiative to see primary health services provide general practitioner services within their facilities.
- Far West LHD are currently discussing the potential with HETI regarding Aboriginal workforce pathways as Aboriginal Health Workers and Health Practitioners as well as pathways beyond Aboriginal Health training into areas such as main stream nursing and facilitation opportunities.

- Currently the potential for extended community nursing and midwifery placements are being discussed with the University of Sydney with a facilitator from the University providing supervision of the placement and the potential for scholarship/funding to attract metropolitan students to complete arrangements. Nurse Practitioner placements and training are also being discussed with the Nursing and Midwifery Office of the Ministry.

The Board discussed the article 'The Unlucky Country, Life Expectancy and Health in Regional and Remote Australia, Part 1: NSW'. The article states that life expectancy in Far West NSW is almost six years lower than that in Sydney with the divide getting worse. This was noted as a deterrent to attract workforce to the region and concern was noted by the Board. The Board agreed that it was important to find out why the gap existed and in particular if correct, why it was getting worse? The Board thought it was important to note that provision of health services may not be to blame and that there could be a number of contributing factors. If there were marked areas of difference this may provide a research opportunity. The Chief Executive advised that the Mental Health team had been invited by the Acting Director of Clinical Governance to provide a presentation to the Board regarding suicide pathways to the Board.

Resolution: The Chief Executive Report be received and noted.

Moved Jason Masters, seconded Sally Pearce. Carried.

Item 9.3 MoH Quarterly Report FWLHD – July to September 2022

The Board noted the Ministry Quarterly Report for July to September 2022.

Matters for Decision

Item 10 Reports for Endorsement

Item 10.1 FWLHD Board and Executive Leadership Team Service Agreement Priorities Planning Brief D23/935

The Board discussed the brief. The Board noted their support in regard to the priorities raised by the Executive Leadership Team.

Resolution: The FWLHD Board endorsed the Executive Leadership Team Service Agreement Priorities Planning Brief D23/935.

Moved Jason Masters, seconded Lilon Bandler. Carried.

Item 10.2 FWLHD Board Annual Agenda/ Remote Site Visits

The Board discussed and supported the proposed changes to the FWLHD Remote Site Visits to Tibooburra in July, Balranald in September and Wentworth in November 2023. It was noted that the Buronga HealthOne facility visit was confirmed for Monday 27 February 2023 with the Audit and Risk Committee meeting occurring at the Buronga HealthOne facility on Tuesday 28 February 2023 with all Board Members invited to attend if they wish. A dinner with both the Board, ARC and Health Council Members was being held on the evening of 27 February 2023 for those who wished to attend.

The Board noted the draft annual agenda tabled.

Item 11 Reports for Noting

Nil.

Matters for Discussion

Item 12. Aboriginal Health

Item 12.1 Clinical Services

Item 12.1.1 Comparative Discharged Against Medical Advice Rates

Item 12.1.2 Comparative Did Not Wait Rates

Item 12.1.3 Admission rates compared with population numbers

The above reports were noted.

The Chief Executive advised that significant improvement had been reported in the Did Not Wait performance for both Aboriginal and non-Aboriginal people. This has been attributed to implementation of My Emergency Doctor. The community have been seeking general practitioner like treatment from the Emergency Department due to the inability to gain a timely appointments within the community. The Board noted this was not an issue only being experienced in the Far West.

Item 12.2 Workforce

Item 12.2.1 Workforce Participation Rates

The Board noted the Aboriginal Workforce Participation Rates report.

The Director of People and Culture advised that the Aboriginal Workforce participation rates were slowly increasing but were not at the rate FWLHD would like to achieve. The Board queried if there were any blockages being experience that would hinder FWLHD meeting the target percentage. The Director of People and Culture advised that FWLHD were planning to implement an Aboriginal Employment Officer position into the department, but first were recruiting to the Talent Acquisition Lead. The Aboriginal Employment Officer position would be dealing with the recruitment of Aboriginal specific positions, guiding applicants through the recruitment process.

A Manager for Aboriginal Workforce and Development has been identified as a need for the District to work between both People & Culture and Aboriginal Health and Community Relations. The position would also work within the community to guide and build Aboriginal employee opportunities. The Chief Executive advised that there is a need for a Patient Liaison Officer within the South Western sector who would work between the Mildura Hospital and Far West teams throughout various facilities linking patients back to the Far West who would equally link with Coomealla Health and Aboriginal Corporation and General Practitioner care, ensuring the link between care is maintained. A similar role in Wilcannia was also suggested. In working with the Executive Manager Aboriginal Health and Community Relations eleven roles have been identified as a need for the District. Discussion and preliminary work is being undertaken in partnership with Maari Ma to ensure these positions receive the correct training.

The Chief Executive advised that an Executive Assistant had been recruited for the Executive Manager Aboriginal Health and Community Relations.

Item 12.3 External Relationships

Item 12.3.1 Community Engagement Quarterly Report (due Mar, June, Sep, Dec)

Not provided, next due March 2023.

Item 12.3.2 Maari Ma and Coomealla Health

The Interim Chief Executive advised that the funding agreement with Maari Ma has been signed. Maari Ma and FWLHD are continuing discussion on how they can work together.

The Board noted a partnership meeting was scheduled to be held face to face with Coomealla Health Aboriginal Corporation in Dareton following the Buronga HealthOne Remote Site meeting of the FWLHD Board.

Item 13. Sustainability

Nil.

Item 14 Board Sub Committee Reports

Item 14.1 Safety and Quality Board Sub Committee Meeting

Item 14.1.2 Safety and Quality Committee Chair Summary Report

Item 14.1.3 Patient Safety and Clinical Quality Report

The December 2022 and January 2023 Patient Safety and Clinical Quality reports were tabled. The Board noted the reports and discussed the completion of SAERs. It was noted that the incompleteness of some SAERs was due to time over the Christmas slow down period, lack of staff availability.

The Board noted that the Executive situated at the Broken Hill Health Service had commenced a good program in rounding with the wards to focus on improvements required or requested by staff. The age profile of the District staff was discussed to ensure succession planning was underway. The Director of People and Culture provided assurance that this was occurring but did not that some remote locations were single point sensitive.

Item 14.1.3 Draft Quality and Safety Committee Minutes 30 January 2023

Noted.

Dale Sayers joined the meeting 11.42 AM ACDT/ 12.12pm AEDT

Item 14.2 Finance, Performance and Workforce

Item 14.2.1 Finance, Performance and Workforce Committee Chair Report

The Chair of the Finance, Performance and Workforce Committee Chair advised that the committee were pleased with the new finance reporting template proposed and presented in February 2023 with the inclusion of an executive summary.

The Committee discussed the staffing shortage being experienced by the State and the effects it is having on the FWLHD Workforce. The Committee discussed the strategies that are being implemented to ensure a safe workforce.

The Board noted continued discussions were occurring between FWLHD and SA Health regarding a formal agreement for the transfer of patients from FWLHD.

Item 14.2.2 Finance, Performance and Workforce Committee Minutes

The Board noted the 23 January 2023 minutes.

Item 14.2.3 Finance Report January 2023

Mr Dale Sayers, Acting Finance Team Leader joined the meeting to present on Ms Apsara Kahawita's behalf. Mr Sayers provided key points of the Finance report for January 2023.

- YTD forecasting expenses of \$2.2M. Due to Palliative Care future proofing \$800 – 900k funding converted from current to recurrent funding.
- FWLHD have revised revenue forecast, initially \$2.5M, however have reassessed to \$3.3M. FWLHD will not meet revenue target as previously discussed. FWLHD are currently discussing with the MoH querying if revenue can be based on activity rather than previous budget for FWLHD.
- A note will be added to the Finance report under the activity table to ensure that the time stamped data shows a 24 hour coverage as queried in the previous meeting.

The Board noted the verbal report provided.

Item 14.2.4 Workforce Reports

Mr David Green, Director People & Culture advised that rural health workforce incentives provided by the scheme have had nominal if any impact in attracting staff for FWLHD reflecting the systemic issues for nursing workforce across Australia. Previously discussed was the Modified Monash Model of categorising the LHDs for the scheme. Unfortunately FWLHD is categorised similarly too many LHDs much closer to the metropolitan area, in which it is ring fenced. All clinical positions have been graded at the maximum incentive level. FWLHD have requested that the Ministry revisit the classification for the scheme not to disadvantage FWLHD. Year to date FWLHD have been able to issue 42 contracts, 22 were 2023 new graduate intake.

The Board discussed the difficulty within the current market when trying to secure agency nurses. Phenomenal hourly rate or loadings are being offered in some locations in which FWLHD cannot compete particularly during Christmas/ New Year period.

Item 14.2.5 Workforce – Risk Management Report – January 2023

Noted.

Dale Sayers left the meeting at 12.04PM ACDT/ 12.27 AEDT.

Item 14.3 Audit and Risk

Item 14.3.1 Audit and Risk Committee Chair Summary Report

Item 14.3.2 Audit and Risk Committee Minutes

Item 14.3.3 Risk Management Unit – Work, Health and Safety Report

Nil tabled reports. Next ARC meeting scheduled to be held on Tuesday 28 March 2023.

Item 15. Business on Notice

Nil.

Item 16. Calendar of Events

Item 16.1 Calendar of Events 2023

The Board noted the 2023 calendar of events.

Item 17. Correspondence

The Board discussed an email received from the Broken Hill University Department of Rural Health, Head of Department Deb Jones, requesting an opportunity to discuss with the Board a potential collaborative research project discussing the 'Australia Cares Project'. The Board requested the Chief Executive discuss the research project with the FWLHD Executive Leadership Team initially and circulate the proposal to the Board for further information.

Item 18. Other Business

The Board took the opportunity to round noting positives from the meeting and improvements. The improvement in meeting papers and reporting was noted. The Board noted their reassurance by the way in which the Executive and staff are thinking and approaching Finance, Safety and Quality. All Board Members felt that they could seek information offline if needed. A one off agenda item was requested to provide a report on the District Disaster Management Plan and how it has been implemented. The Chief Executive advised that a report may be tabled at the April 2023 Board meeting. The Board Chair noted the positive collaborative approach FWLHD are taking to help to continually improve the service.

Meeting Finalisation

Item 20. Next Meeting

Monday 27 March 2023 – Buronga HealthOne Remote Site Meeting.

Meeting Close

12.25pm ACDT/ 12.45pm AEDT

Certified as a correct record.

Andrew Refshauge

Name



Signature

27 March 2023

Date