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## Minutes

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

Date: 24 April 2023

Time: 10.15am ACST (10.45am AEST)

Venue: Auditorium, CHC, Broken Hill and via Microsoft Teams

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### Present:

#### Members:

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

#### In Attendance:

Ms Apsara Kahawita	Director Finance and Corporate Services
Ms Olivia Sice	Intern, Business Management, Chief Executive Unit
Ms Hannah Everuss	Board, Committees and Policy Officer (Minutes)

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**Meeting Opened** 10.18AM ACST/ 10.48AM AEST

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### Item 1. Welcome to Country

The acting Board Chair invited the Executive Manager Aboriginal Health and Community Relations to provide the Welcome to Country, 'We acknowledge and pay respects to Elders, past, present and emerging, acknowledge the lands the Board are meeting in Buronga, that of the Barkandji Nation, those who are dialling in and the lands they belong.

Acknowledgement to 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 Ngaympaa; 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.

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### Item 2. Apologies

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

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### **Item 3. Disclosure of Interest**

Nil new disclosures of interest.

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### **Item 4. Order of Business/Urgent Business**

The Board in camera and Board and Chief Executive in camera were moved to the end of the meeting.

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### **Item 5. Minutes of Ordinary Board Meeting 27 March 2023**

**Resolution:**                    **The Minutes of the Ordinary Board meeting held on  
27 March 2023**  
Moved Pamela Tucker, seconded Jason Masters, and Carried.

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### **Item 6. Action List**

All action items were noted as per the status update provided on the Action List.

Nil actions due for 27 March 2023 Board meeting.

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## **Strategic Matters**

### **Item 7 Reflections on Our Care**

#### **Item 7.1 Participant Story**

Nil.

#### **Item 7.2 Patient Story**

Nil.

#### **Item 7.3 FWLHD Promotional Video**

The Board noted the updated FWLHD promotional video and suggested that education and community sports/ recreation activities be added if the video was going to be used for recruitment and attraction purposes to promote the District as a well-rounded community to live.

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Jodie Miller joined the meeting at 10.25am CST/ 10.55am EST

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### **Item 8 Presentation**

The Executive Director Nursing & Midwifery and Clinical Governance Unit (EDNM&CG) was in attendance as the Executive Team representative and provided a presentation on the Directorate. Key points of the presentation were:

- FWLHD has partnered with WNSW LHD Clinical Governance faculty to implement two day training workshops held for staff regarding safety science and quality

improvement. FWLHD will allocate five participants per year over three years to attend. This will build capacity in the FWLHD to deliver the program across the District to other staff. The FWLHD and CEC are focusing on developing the capacity and understanding of Safety and Quality from all non-clinical staff with online learning modules being made mandatory in My Health Learning.

- A Safety and Quality Newsletter has been implemented with a monthly issue being circulated District wide explaining basic safety and quality concepts to raise awareness. The newsletter has been well received with feedback received from staff.
- The annual Aboriginal Cultural Engagement Self-Assessment Tool (ACESAAT) was completed for FWLHD and gaps were reported into QARs to ensure gaps are met in future. The Ministry of Health will analyse the report and FWLHD will await report feedback. The Board expressed their desire to see a copy of the report. The EDNM&CG advised that this would be discussed with the Director Aboriginal Health and Community Relations.
- A new workforce manager has commenced who is enthusiastic in developing comprehensive nursing and midwifery pathways and workforce planning. The incumbent is working to promote nursing and reinvigorate the profession. The RNPIp and extended undergraduate nursing placement program were discussed. It was noted that 80% of assessable tasks were possible to be completed during an extended placement in the FWLHD.

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Lilon Bandler joined the meeting 10.32am ACST/11.02am AEST

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The 'Take Own Leave Strategy' was discussed as previously presented to the Board by the EDNM&CG. The presenter acknowledged that the document may have over complicated the process on reflection. The Board encouraged the author to revise the living document with required changes. The Board acknowledged and appreciated the ownership and honesty the presenter/author demonstrated regarding the Strategy. The Board noted the pleasing result in the last twelve months with the FWLHD halving the reported incidence of Aboriginal patients discharging against medical advice (DAMA). Previously results on this performance indicator had been stagnant with strategies implemented not having very much effect on the report incidences. The Board noted the positive result. The EDNM&CG advised that this could be attributed to better discharge planning and linking with accommodation services.

The Board discussed the potential to publish journal articles in regard to the virtual intensive care unit implementation and collaboration with Sydney LHD. The EDNM&CG and Chief Executive advised that the project coordinators from the outset were aware of this desire from both FWLHD and SLHD and were ensuring that requirements were being met for future research projects around the collaboration in both FWLHD and Sydney LHDs interests.

The Board queried if there was suitable training available specific to Board Members regarding Safety and Quality. The Chair advised that the FWLHD had enquired with the Australian Institute of Clinical Governance regarding an online training package. All Board Members agreed that this training would be worthwhile.

***Action: Executive Director Nursing & Midwifery and Clinical Governance to follow up with Director Aboriginal Health and Community Relations to provide a copy of the Ministry response report to FWLHDs Aboriginal Cultural Engagement Self-Assessment Tool to the Board once received.***

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Wincen Cuy joined the meeting at 10.43am ACST/ 11.13am AEST

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## Item 9 KPI Reports

### Item 9.1 KPI Dashboard Report

The Executive Director of Clinical Operations provided a verbal report regarding the KPI Dashboard report noting that the pleasing performance results remained stable.

The Committee discussed what strategies are were being implemented to improve underperforming results in particular Aboriginal women smoking during pregnancy. It was noted that the FWLHD identify pregnant women through maternity clinics and support mothers to stop smoking. Within the report there were two mothers reported as smoking during pregnancy, a small number however it was noted that Aboriginal women may choose to have their antenatal care through Maari Ma and therefore FWLHD would not receive this data.

The Board noted this and advised of their ideal that the FWLHD and Maari Ma should be working collaboratively in regard to antenatal care of Aboriginal women. The crossing of reported data should occur between organisations. The Executive Director of Clinical Operations advised that FWLHD were in a good place to further the relationship and collaborate with Maari Ma on such concerns. The Board requested a report be provided to the Committee regarding Aboriginal Women Smoking during Pregnancy to ensure FWLHD are servicing the community best. The Board also wished to invite the new Chief Executive and Board Chair to meet with the FWLHD Board.

The Board discussed DWAU performance. The Chief Executive advised that the FWLHD had entered into a new partnership agreement with the RFDS regarding Dental services being provided to the remote sites. The FWLHD is now delivering dental care to Broken Hill as there were challenges in the way that services were delivered previously. The FWLHD have commenced a partnership with South Western Sydney to provide services within Broken Hill on a rotational basis. This would enable continuity of care and fore planning. The Sydney University has also agreed to provide final year Dental students on placement in Broken Hill with a placement supervisor, dental assistants will not be required to assist students as the students will assist one another. This will enable more dental time to be provided to Maari Ma and FWLHD Remote Health sites.

The Board noted the trend in unplanned hospital admissions peaking in March each year. The Executive Director of Clinical Governance advised that 16 data errors had been noted when reviewing data. However this data would be further interrogated to identify if there is a true trend regarding the time of year etc.

***Action: Report on Aboriginal Women Smoking During Pregnancy to be provided to the FWLHD Board in collaboration with Maari Ma antenatal care.***

The KPI Dashboard report was noted by the Board.

The Board requested that the order of the agenda change to include the Chief Executive Report prior to the KPI Dashboard report. The Secretariat noted the requested change.

### Item 9.2 Chief Executive Report

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

- FWLHD promotional video was shown to the Board at the commencement of the meeting and noted that the inclusion of education and recreation was important.

- Agreement from the Ministry had been received to treat Broken Hill as an MM7 for new recruits providing increased incentive for attraction to nominated positions.
- Currently there are four capital projects underway across the District. Emergency Department redevelopment at BHHS, new Mental Health Inpatient Unit, key worker accommodation in Balranald and Wentworth Hospital redevelopment. All projects are mostly on track with a new model of care for the ED being consulted. It was noted that the ED won't offer much more capacity but does provide better a use of space.
- The FWLHD have been attending the Emergency Management Committee Meetings in Menindee however do not have a lead role, but have been attending to provide reassurance that the water is safe to use. This has been the number one concern voiced by the community.
- Voluntary assisted dying laws are due to go live in November 2023 Statewide. It was reported that all LHDs are expected to be in a position to deliver to service to all communities. It was noted on the modelling that FWLHD will have 5 to 7 patients who will progress through process and likely to be between 20 and 30 applications received. It was noted that the requirements are very stringent and that the FWLHD are working on the role out. It was noted that no part of the process can utilise telehealth as this contravenes the Commonwealth criminal code, cannot use broadcast medium to promote suicide. There are challenges for FWLHD in implementing the required model due to clinical supervision access, geographical location of communities and clinical expertise within community. Maari Ma have been consulted in this process with a number of conversations having taken place.
- Conversations with Maari Ma continue regarding Wilcannia Dialysis service delivery from the FWLHD including the Commonwealths plans for delivery. The Board noted the community burden of disease and encouraged the FWLHD to proceed with planning.
- The FWLHD Executive have completed visits to Wentworth to discuss and investigate how FWLHD will deliver GP services to the surrounding community. This was noted as an ongoing issue currently with FWLHD currently providing 0.15 FTE medical coverage Wentworth Hospital admissions oversight, in partnership with the Wentworth Hospital and Sub Acute Unit. The FWLHD would like to have a more sustainable agreement and are investigating strategies to provide continual GP coverage to the town. There is a potential to expand GP coverage in Dareton and Balranald in future. The FWLHD are involving the Rural Doctors Network (RDN) and Primary Health Network (PHN) in discussions. It is noted that grants are being offered to employ GPs by the State.

The Board discussed the pleasing consultation being provided by Health Infrastructure and noted the presentation made to the two rivers health council on the Wentworth Hospital redevelopment. The presentation was well received by members. The community's excitement for the new hospital was reiterated by the Health Council.

**Resolution: The Chief Executive Report be received and noted.**

Moved Jason Masters, seconded Sally Pearce. Carried.

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### **Item 9.3 MoH Quarterly Report FWLHD – Sep to Dec 2022**

The Board noted the report.

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## **Matters for Decision**

### **Item 10 Reports for Endorsement**

#### **Item 10.1 FWLHD Board Sub Committee Membership Review**

The Board discussed Sub Committee Membership. It was discussed that there was no need to change membership unless Members had a request. Mariette Curcuruto advised of wish to join the Finance, Performance and Workforce Board Sub Committee. The Secretariat noted the addition in membership and would update records accordingly.

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### **Item 11 Reports for Noting**

Nil.

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## **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**

Nil reports tabled, due May 2023.

#### **Item 12.2 Workforce**

##### **Item 12.2.1 Workforce Participation Rates**

The Board noted the Aboriginal Workforce Participation Rates report. The Chief Executive advised that FWLHD have been discussing with Maari Ma possible training partnerships likely to commence in June 2023 with a renewed focus on SBATs. The Executive have identified positions in the South Western sector, such as Care Coordinators and Liaison Officers. Currently it is noted when community patients from the FWLHD enter Victoria for acute care needs across the border the care coordinated for their return home into their communities is fragmented. The Care Coordinator and Liaison Officers would fill this gap and assist in returning patient to their community with the appropriate continuity of care in place. The Director of People and Culture is working on the development of these roles.

#### **Item 12.3 External Relationships**

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

##### **Item 12.3.2 Maari Ma and Coomealla Health**

Noted.

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### **Item 13. Sustainability**

Nil.

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## **Item 14 Presentation Suicide Prevention Pathways, Christy McManus**

The Towards Zero Suicides Project Coordinator provided a presentation to the Board regarding suicide prevention pathways available to the FWLHD communities in response to a query made by the Board previously.

Key points of the presentation were:

- Currently face to face SPOT team and Safe Haven services are available in Broken Hill and not remotely. It was noted that if the workforce (2 x positions) could be attracted and retained that these services could expand. Currently when staffing are available day trips, teleconference and video conference are utilised when there is a need. It was noted that RFDS also provide Mental Health Drug and Alcohol Services to the remote communities of the Far West.
- Improvement has been noted with the Emergency Department staff in contacting services when a patient presents.
- Mission Australia provide SPOT response service via contract to the FWLHD.
- NGOs can provide referrals to services. I.e. police, ambulance etc and are all aware of the services FWLHD provide.
- The challenges of staffing all suicide prevention services to provide 24/7 coverage were noted in light of current nursing staff shortages. The 1800 helpline was noted as a 24/7 service that is referred when there are no staff available and the after hours MECC number provided by the Health Service when a patient presents to the ED outside of operational areas of the suicide prevention services.
- A comfortable safe assessment room will be included in the new BHHS ED design. Providing a more appropriate space for suicide screening to occur.
- The suicide statistics were noted with nil marked increase in 2022 from 2021.
- New HETI mandatory training being delivered 'safeside'. It was noted that FWLHD could not provide training alone and must partner with other organisations to provide the best training resources.

The Board queried if Maari Ma were aware of these services and had been consulted in the implementation process. The Project Coordinated confirmed that Maari Ma were involved in the codesign of all services implemented. The FWLHD are reengaging with Maari Ma acknowledging the distress in Wilcannia regarding past incidents. Mental Health Trainee positions have been implemented within this community in collaboration with the two organisations.

The Board requested a breakdown of suicide rates, Aboriginal and non-Aboriginal.

***Action: The Board requested comparative data regarding Aboriginal and non-Aboriginal suicide rates be provided out of session.***

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Paul Kemp joined the meeting at 12.35pm ACST/ 1.05pm AEST, Christy McManus left the meeting at 12.44pm ACST/ 1.14pm AEST.

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**Lunchbreak from 12.45pm ACST to 1.10pm ACST/ 1.15pm to 1.40pm AEST**

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## **Item 15 Board Sub Committee Reports**

### **Item 15.1 Safety and Quality Board Sub Committee Meeting**

#### **Item 15.1.2 Safety and Quality Committee Chair Summary Report**

#### **Item 15.1.3 Patient Safety and Clinical Quality Report**

The March 2023 (February 2023 data) Patient Safety and Clinical Quality report was tabled. The Committee Chair noted the presentation made to the Committee by the Executive Director Medical Services. The Chair advised that interesting the focus of clinical review recommendations had previously been to educate via mandatory training etc. However it was pleasing to note that the FWLHD are investigation how people learn and are looking at better ways of educating staff through the human factor approach to help to prevent incidents in future. This will help to shape recommendations in future SAERs. The FWLHD are working in collaboration with the CEC and other LHDs to improve on this process.

#### **Item 15.1.3 Draft Quality and Safety Committee Minutes 17 March 2023**

Noted.

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### **Item 15.2 Finance, Performance and Workforce**

#### **Item 15.2.1 Finance, Performance and Workforce Committee Chair Report**

The Chair of the Finance, Performance and Workforce Committee advised that the Committee were pleased with the new finance reporting template. Much more absorbable information with the narrative that accompanies. It was noted that Own Source Revenue continues to be a problem for FWLHD with conversations continuing with the Ministry, negotiating with Ministry to reduce revenue target due to no longer having Staff Specialist in Radiography. The Chief Executive advised that the Budget was set when the model of care allowed significant radiology and pathology investigations to be billed through Medicare. With the deletion of the Fasttrack service FWLHD have cut off revenue stream. Subsequently budget is met on model that FWLHD no longer have in place and therefore FWLHD believe that some relief should be gained.

#### **Item 15.2.2 Finance, Performance and Workforce Committee Minutes**

The Board noted the 20 March 2023 minutes.

#### **Item 15.2.3 Finance Report March 2023**

The Board discussed the agreement between Sportsmed and FWLHD in regard to overdue waitlist surgeries. It was noted that patients can choose to have surgery in Adelaide with this being funded by the FWLHD. This is seen as a solution to provide service delivery to the community. Travel costs of the patient and required escort will be covered by the FWLHD with IPTAAS compensation applicable.

The Board noted the written report provided.

#### **Item 15.2.4 Workforce Reports – March 2023**

The Chief Executive advised that the FWLHD were using all methods in our power to attract and retain. The current shortage is a reflection of clinicians asking above what FWLHD would normally pay. The FWLHD are looking at training pathways to attract and retain workforce in collaboration with the Ministry.

The Board noted that accident and injury numbers were increasing by the month however noted that by trend FWLHD have decreased in incidences over the year. The Board noted the concerning behaviours such as aggression encountered during a difficult admission that involved three staff being injured. The Safety and Culture Coordinator will complete a review to identify where red flags may have been missed during pre-admission/ admission.

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## **Item 15.3 Audit and Risk**

### **Item 15.3.1 Audit and Risk Committee Chair Summary Report**

Board Member representation provided a verbal update regarding the Audit and Risk Committee Financial meeting held on 18 April 2023. The FWLHD are required to prepare draft financial statement in March each year. Draft accounts were prepared, submitted and reviewed by ARC who endorsed that they would be signed off and endorsed for submission to the Ministry. It was noted that early close was a Ministry requirement and not a legislative requirement. FWLHD agreed that this process would still occur as it is an important trial to identify errors prior to the end of financial year.

The Board queried if this process was causing a lot more work for staff. However it was confirmed that this would not cause any further workload. These statements would need to be prepared regardless of the Committees view.

### **Item 15.3.2 Audit and Risk Committee Minutes**

### **Item 15.3.3 Risk Management Unit – Work, Health and Safety Report**

The Board noted the Risk Management Unit report. The Board requested an update on the strategic risks the Board had previously agreed upon. ? Report on risk, the internal audit risk report.

The Executive Director of Clinical Operations noted that FWLHD would be moving over to Folio risk management software with risks being allocated to the Executive responsible through the task management system once approved by the District Cybersecurity team.

The Board noted their interest in the Folio software and requested that The Risk Management Unit manager provide information regarding this.

The Board discussed the need to review the Strategic Plan and progress in October 2023. This session would be beneficial between the Executive Leadership Team and the Board.

***ACTION: The Board and Executive Leadership Team to review the strategic plan and how strategies are being achieved in approximately October 2023.***

***Action: Risk Manager to update risk register and risk appetite and report progress to the Board and introduce Folio new risk management system being implemented by FWLHD.***

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## **Item 16. Business on Notice**

Nil.

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## **Item 17. Calendar of Events**

### **Item 17.1 Calendar of Events 2023**

The Board noted the 2023 calendar of events.

The Board discussed the effect flight changes will have on the remote site visit to Tibooburra.

The Board noted more importantly noted the effect the REX flight schedule changes will effect clinicians coming from Adelaide and Sydney decreasing the availability of doctors for consultations and theatre time. It is no longer possible for clinicians to attend Broken Hill for

the day. The Chief Executive advised that a letter would be written to REX Airlines outlining the effects and concerns this will have on service delivery of vital health services to the community.

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Jodie Miller left the meeting at 2.01pm ACST/ 2.31pm AEST

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### **Item 18. Correspondence**

Nil.

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### **Item 19. Other Business**

Nil.

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### **Meeting Finalisation**

#### **Item 20. Next Meeting**

Monday 26 June 2023

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### **Meeting Close**

2.40pm ACST/ 3.10pm AEST

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### **Certified as a correct record.**

Andrew Refshauge

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Name

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Signature

24 April 2023

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Date