

Meeting of the Murrumbidgee Local Health District Board

Date: Thursday, 17 March 2022

Time: 12.30pm

Venue: Executive Meeting Room, Griffith Base Hospital

Minutes

Board Members

Name	Present (P) Virtual (V) Apology (AP) Absent (A)
Dr Thomas Douch (Chair)	P
Mr Jonathan Green	P
Ms Andrea Jordan	PV
Mr Geoff Twomey	P
Mr Adrian Lindner	P
Mr John Ireland	P
Ms Elke Cleverdon	P
Ms Elizabeth Dixon	P
Dr Alam Yoosuff	P
Ms Mary Atkinson	P
Ms Cheryl Penrith	P

MLHD Executive & Staff

Name	Title	Present (P) Virtual (V) Apology (AP) Absent (A)
Ms Jill Ludford	Chief Executive, Murrumbidgee Local Health District	P
Mr Kevin Lawrence	Director Finance & Performance, Murrumbidgee Local Health District	P
Ms Tegan Reid	Acting Director Operations Wes, Murrumbidgee Local Health District	P
Ms Emma Field	Acting Director Integrated Care and Allied Health, Murrumbidgee Local Health District	P
Ms Millicent Brown	Acting Board Secretariat Murrumbidgee Local Health District	P

Invited Guests

Ms Helen Emmerson	Director People and Culture, MLHD	PV
Ms Laura Ross	Acting District Manager Aboriginal Health Strategy, Policy and Performance	P
Ms Jenny Spain	CAE/CRO Governance, Risk and Audit Manager	PV

Item 1	Welcome, Apologies and Acknowledgment of Country
Item 1.1 and Item 1.2	Welcome

The meeting was declared open at 12.29pm by the Chair, Dr Thomas Douch. Nil apologies were received.

The Chair acknowledged the traditional owners of the land on which members were participating and paid respects to Elders past, present, future and emerging.

Item 1.3 Conflict of Interest Declarations

	Members were asked to declare: i. Conflicts of interest in relation to the agenda
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Item 2	Confirmation of Previous Minutes
Item 2.1	MLHD Board – February 2022

The Minutes of the Board Meeting held on 17 February 2022 were accepted as a true and accurate record of the meeting.

MOVED: Director Yoosuff

SECONDED: Director Green

The Minutes of the Health Care Safety and Quality Sub Committee Meeting held on 17 February 2022 were accepted as a true and accurate record of the meeting.

MOVED: Director Ireland

SECONDED: Director Twomey

Audit and Risk Committee

The minutes of the Audit and Risk Committee Meeting held on 4 March 2022 were accepted as a true and accurate record of the meeting.

MOVED: Director Cleverdon

Item 3	Actions from the Previous Minutes
Item 3.1	Action List

Action List was discussed.

Closures accepted include:

- B21/01-004 - Environmental Sustainability - further develop strategy for MLHD.

- B21/09-003 – update on NDIS provider requirements/impacts, including accreditation compliance, NDIS participant numbers and financial impacts.
- B21/10-001 – Clinical Yarning Tool – provide update on implementation across MLHD.
- Work force risk:
 - Service restriction during Christmas holiday period in response to COVID
 - Work force risk was escalated to MoH and Minister in December 2022
 - The Board noted the considerable efforts undertaken during accreditation by the District

Item 3.3 Environmental Sustainability - for endorsement

Ms Carla Bailey, Director Clinical Operations (East) joined the meeting and spoke to the report.

Key items of discussion included:

- In line with the Commonwealth Environment Sustainability Strategy and NSW Health strategies, MLHD is committed to being environmentally responsible for sustainable services.
- The MLHD Environmental and Sustainability Committee drafted the Murrumbidgee Environmental and Sustainability Strategy focussing on areas of improvement in all facilities and services that overall, will increase our sustainability as a health district in the short term.
- The Committee has purposely focussed on areas that are achievable within the given timeframe, with the intent to propose larger and bolder projects over the coming years.
- Aiming to maximise learning opportunities across partners such as universities and other providers.
- A risk assessment was conducted and finalised through the MLHD Environmental and Sustainability Committee in June 2021. The Risk Assessment outlined the opportunity rating as Medium and will be updated in April 2022.
- Sustainability requires a major educational and cultural change.
- Collaboration with HealthShare NSW to progress sustainable changes.
- The Committee is monitoring achievement of targets
- Information on solar efficiency will be provided to the Board at regular intervals.

The Board has made a commitment to environmental sustainability and endorses the MLHD Environmental and Sustainability Strategy 2022-24.

MOVED: Director Green

SECONDED: Director Dixon

Action: Director Clinical Operations (East) to discuss with CE to progress this information to LHACs and community groups.

Action: Quarterly update to be provided to Board providing progress on target achievement and marketing of communication.

Item 3.4 Medical Imaging Tender update

Ms Tegan Reid, Acting Director Clinical Operations (West) spoke to the report. The Board notes the progress.

Item 3.5 Clinical Yarning Tool update - in progress

Ms Laura Ross, Acting District Manager Aboriginal Health Strategy, Policy and Performance joined the meeting virtually and spoke to the report.

Clinical Yarning development and roll out has been paused due to the impacts of the COVID 19 pandemic and the Aboriginal workforce have been deployed to support COVID strategies for vulnerable population groups.

The Aboriginal Health team are developing an overarching framework for practitioners to help them reorientate their communication with Aboriginal patients using 'clinical yarning'. Clinical yarning is a patient-centred approach that merges Aboriginal cultural communication preferences with biomedical understandings of health and disease.

Board representatives could assist with broader discussion with Aboriginal communities, particularly at site visits.

The Board notes the update and supports this initiative.

ACTION: Director Atkinson, Director Penrith, Ms Jackie Brodie and Ms Laura Ross to discuss how this tool could be discussed with communities as part of site visits.

ACTION: Progress update to be provided to July 2022 Board meeting.

Item 4	New Business
Item 4.1	Workforce and Its Best
Item 4.1.1	Workforce update

Ms Helen Emmerson, Director People and Culture joined the meeting virtually and spoke to the report.

Workforce availability challenges are expected to continue as demand rises and workforce supply is reduced.

Key items of discussion include:

- Workforce utilisation analysis and reinforcement of existing strategies
 - Current average age of employment at MLHD is 50
 - Consideration of pipeline needs to occur with new graduate and school based trainees to be considered
- With international borders now open there's a small number of overseas applicants for roles.
- Causal and part time workforce is higher when compared to other LHD's
- Sick leave higher than previous years

The Board noted the report.

ACTION: Quarterly update to be provided to the Board on workforce utilisation analysis and Western NSW LHD to be included in the comparative data.

Item 4.1.2	Work Health and Safety Report
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Ms Helen Emmerson, Director People and Culture joined the meeting virtually and spoke to the report.

Key items of discussion included:

- a structured performance monitoring process provides assurance that a culture of continuous safety improvement endures at MLHD
- The WHS KPIs reported against in this report fall into three categories:
 - Information on how up-to-date MLHD's WHS 'risk picture' is;
 - Data relating to WHS and Workers Compensation performance; and

- Information relating to oversight and assurance: the verification of legal compliance and of the implementation and effectiveness of resource allocation to eliminate or minimise risk.
- Psychological injury is an important area to proactively manage, these injuries make up a significant percentage of the claims and percentage of the costs.
- The WHS & Wellbeing Unit were named winners of the prestigious *Pinnacle Award for Excellence in WHS* and winners of the category of *Best Continuous Improvement of a WHS System* at the 28th Annual National Safety Awards of Excellence.

The Board noted the reports.

Item 4.2.1	Risk Management Report
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Ms Jenny Spain, CAE/CRO Governance, Risk and Audit Manager joined the meeting virtually and spoke to the report.

Key items of discussion included:

- Workforce risk, large focus around COVID, however what does this look like for BAU controls.
- Accreditation, analysis of resulting risks in progress.
- Finance, risk profile being built around financial analysis.

The Board notes the update provided.

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Ms Jill Ludford, Chief Executive spoke to the report.

Key items of discussion included:

- Re-engaging effort back to LHAC and recommencing projects
- CE meeting quarterly with LHACs and Councils

The Board notes the report and the renewed focus in LHAC engagement.

Item 4.4	
Item 4.4.1	Chief Executive Report

Ms Jill Ludford, Chief Executive spoke to the report.

Key items of discussion included:

- Public oral health services across NSW have returned to unrestricted dental service provision.
- Aboriginal stone artefacts were found during archaeological investigations undertaken in May 2020 and Heritage NSW approved the handover of the artefacts to Griffith Local Aboriginal Land Council for management and safekeeping.

The Board notes the report.

Item 4.4.2	Communications Report
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Ms Jill Ludford, Chief Executive spoke to the report.

The Board notes the report and appreciates the active feedback and communication from the District

Item 5	Critical Issues
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Item 5.1	Locally Led Reform
Item 5.1.1	COVID-19 Update

Closed session.

Director Jordan and Director Dixon spoke to the document.

Key items of discussion included:

- Current Charter required updates and can provide more structure.
- Previous Charter had references to redundant plans
- Enhancements and inclusions have been made to include links to relevant governance and terms of references.

The Board approves the Board Charter refresh with the amendment removal of Item 5.1.2.0.

MOVED: Director Cleverdon

SECONDED: Director Yoosuff

ACTION: Review the executive calendar and workflows with proposed reporting periods and Board Calendar.

ACTION: Board Cultural Statement to be finalised by end of 2022 for inclusion in the Board Charter.

Item 6	Raising on Non Agenda Items Through the Chair
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Nil.

Item 7	In-Camera Board Session
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Closed session.

Item 8	Next Meeting
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The next meeting will be held on 21 April 2022

	Meeting Close
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The meeting closed at 3:20pm.

CERTIFICATION	DECLARATION – BOARD CHAIR
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Name: Dr Thomas Douch

Signature:

Date: [Insert Date].