

## Meeting of the Southern NSW Local Health District Board

No. 2021/12

Date: Thursday, 2 December 2021

Time: 10am – 1.00pm

Venue: Hotel Kurrajong, Barton / Teleconference

# Minutes

## In Attendance

Beth Hoskins, Acting Chair

Dr Allan Hawke AC, Board Chair  
( attending remotely)

Dr Ken Crofts, Board Member

Narelle Davis, Board Member

Margaret Lyons, Board Member

Geoffrey Kettle, Board Member

Margaret Bennett, Chief Executive

Tim Griffiths, Executive Director Operations ( attending remotely)

Julie Mooney, Acting Director Quality, Safety and Patient Experience

Bronny Roy, Director Finance and Performance

Damien Eggleton, Director Mental Health Alcohol and Other Drugs

Lou Fox, District Director Ambulatory Care

Dr Liz Mullins, District Director Medical Services

Judy Ryall, Acting Director Nursing and Midwifery and Strategic  
Projects

Ian MacDonald

Sarah Galton, General Manager Corporate Services

## Apologies

Dr Anthony Stevenson, Chair SNSWLHD Medical Staff Executive  
Council

Dr Nathan Oates, SNSWLHD Medical Staff Executive  
Council

John Casey, Chief People and Wellbeing Officer

Pru Goward, Board Member

## Secretariat

Karen Clark, Executive Officer

## **Item 1 Welcome and Apologies**

### **Item 1.1 Welcome**

The meeting was declared open at 10.07am. The Acting Chair acknowledged the traditional custodians of the land and paid respects to Elders past, present and emerging.

### **Item 1.2 Declaration of Pecuniary Interest, Conflict of Interest**

One update was provided.

## **Item 2 Confirmation of Previous Minutes**

### **Item 2.1 Minutes of 4 November 2021**

The Minutes of the Board meeting held on 4 November 2021 were accepted as a true and accurate record of the meeting.

The updated Minutes for disclosure of the Board meeting held on 4 November 2021 were accepted as a true and accurate record of the meeting.

## **Item 3 Outstanding Actions**

### **Item 3.1 - Action list**

The Board reviewed and discussed the action list.

<b>Item 4</b>	<b>Presentations</b>
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<b>Item 4.1</b>	<b>Patient story</b>
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A patient story was presented detailing the journey of a client referred from Katungul Aboriginal Medical Services (AMS). The client is an Aboriginal woman aged 25, who was 28 weeks pregnant and recently released from corrective services. The client needed antenatal care follow up along with alcohol and other drug support.

This story detailed the client's access to a range of services and supports available through the New Directions Expansion (NDE) service. Through access to flexible, tailored and ongoing support, the client has flourished.

The story highlighted the importance of working collaboratively to ensure best practice and positive outcomes for clients. It demonstrates the complexities that some community members may experience, and the need for individualised care and support.

DDIC advised that New Directions funding continues for a further 18 months

<b>Item 4.2</b>	<b>COVID-19 response and vaccination update</b>
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An update was provided on the LHD's COVID-19 response and vaccination.

There were three new cases announced on 1 December to 8pm, with two being in the Queanbeyan LGA and one in Jindabyne, bringing the total number of cases in the LHD to 593 since the start of the current Delta variant outbreak in June.

. Evidence of the benefit of vaccination is clear when looking at the recovery of those with COVID-19.

The advent of the Omicron variant necessitates continued diligence and response readiness. The LHD is prepared for the influx of people to the South Coast with processes in place to surge in testing and care.

The LHD is confirming timelines for vaccination of children aged 5 to 12 with primary care led vaccination from early 2022.

A system has been established to offer third doses for all community members in line with the recommended timelines (6 months after the second dose).

A 'lessons learnt reflection' is being prepared and will be shared with the Board in February 2022.

Vaccination rates are over 95% across the LHD for both first and second dose.

A Board member asked about suitability of the current vaccination to address the Omicron strain. DDIC advised that evidence will become clear over the coming weeks.

#### **Item 4.3**

Goulburn Health Service saw the move into the new Clinical Services Building completed November 2021. The Bourke Street Health Service has transitioned the Marian Unit to the Goulburn Base Hospital.

There have been some minor issues with telephones and a minor leak. Clinical staff and volunteers are very happy with the new space, with many positive comments received.

The Crookwell Health Service emergency department refurbishment works continue and are on track despite the challenging weather conditions.

The Yass hospital roof replacement works have commenced and are progressing within the agreed timelines.

In the Monaro Network, all senior appointments have been completed. The Queanbeyan Health Service Director of Nursing and Deputy Director of Nursing appointments have been finalised.

Braidwood MPS will have 27 residents as at the end of 2021. The building has capacity for 37, with plans in place to have additional beds opened in 2022.

Cooma Health Service redevelopment works are ongoing.

Staffing at Delegate Multi Purpose Service (MPS) continues to be challenging. This is in a recruiting environment where there are significant shortages of nurses in many rural communities.

A Board member noted that the Delegate Progress Association has written advising of their concerns at the communications around Delegate and have asked for a face to face opportunity.

There is a focus on strengthening in-reach and community programs. It is possible that the MOC may change, consistent with other small sites across NSW.

The Board noted the progress and endorses monthly updates of planned and completed works.

#### **Item 4.4 Coastal Network update**

The Moruya Maternity service Resilience Review has been completed and 19 recommendations for improvement have been provided.

The CEC's Professor Michael Nicholl and Dr Harvey Lander provided feedback to GP Obstetricians and Midwives.

The Ministry has been briefed about concerns relating to the new Eurobodalla hospital including the ED, Maternity, Neonates and Paediatrics Unit and Medical Imaging services. Some issues are yet to be resolved.

Actions are underway to improve neonatal and paediatric services at Moruya.

The Ministry provided confirmation of additional funding for the Eurobodalla hospital on 30 November.

The CE noted the importance for the LHD that MOH planning considers the future and ongoing cost of service provision if Level 4 services are to be established. Radiation therapy services and achievement of Level 4 services remain key focus areas of the community.

Capital works at Moruya hospital include the Moruya Hospital ED enhancement. Completion is due prior to Christmas 2021. The stage 2 development will be completed by March 2022. The Moruya COU is complete with clinical transition to be completed by mid December 2021.

The Board noted the progress and endorses monthly updates of planned and completed works.

#### **Item 4.5 Corporate services update**

GMC provided an update on key projects including the MOC change for the Patient Transport Service, and elective surgery and theatre optimisation to improve performance for overdues.

The LHD is progressing the new medical imaging provider arrangements.

A Board member asked whether a standard contract for imaging has been developed for other LHD's. GMC advised that there is a base contract, with opportunity to tailor. HealthShare are supporting the LHD's commercial negotiation process.

A Board member asked about WHS reporting. GMC advised that a Safety Partner role is being recruited to support WHS across the LHD.

Service planning continues, and includes planning for the Batemans Bay HealthOne, Operational Plan Q2 updates and stream planning.

The Assets and Infrastructure unit have supported the Goulburn Go Live, with further works to commence in mid December, and final works which are currently at the Design Development stage.

Capital works at the Cooma ED are forecast for completion in February 2022.

The Board noted the update provided.

#### **Item 4.6 Budget presentation**

The LHD's projected position was revised following the July – November results.

Activity levels overall are down on 2021FY and on 2020FY. As activity for the 2021FY was impacted by COVID, reference to activity in 2020FY is more appropriate. Episodes are down 3% on prior year and 6% from FY20.

Overtime is decreasing from earlier in the year, although still above last year. NHPPD are steadily improving.

Increasing reliance on medical agency staff is leading to increased goods and services costs including pathology, travel and accommodation.

Bend The Curve and EIP's were detailed.

Vacant medical staff positions are being prioritised for recruitment. The LHD is also exploring partnering with ISLHD to support the medical workforce.

The LHD will establish a virtual ED service as a priority to support and mitigate locum use at small sites.

MOH enhancement funding has been received, but not yet expended.

Pathology, PTV, Access KPI's, surgical optimisation and standardisation of agency fees and locum rates are all being reviewed.

The CE met with Deputy Secretaries on 25 November. Legacy issues were raised with Ministry, as was the impact of the lack of acuity and volume to support cost of service at some LHD sites.

Infrastructure funding was requested from MOH for digital patient records, surgical sterilising and staff accommodation.

#### **Item 5 Leadership**

##### **Item 5.1 Chief Executive update**

The CE's update to Board was tabled. Key points for discussion included:

An update was provided following the MOH Senior Executive Forum. Development of the new Rural Health Plan will be informed by the current Parliamentary Inquiry as well as the State strategic health plan.

The CE noted the unity of rural CE's to drive development of a new Rural Health Plan, which will include a focus on attracting and retaining rural workforce.

The CE summarised the briefing provided to MOH on 25 November which provided an opportunity to escalate LHD issues including inefficiencies and legacy issues. Development and progression of a MOU with Canberra Health was raised as a priority issue for resolution.

Appointments are being finalised for the District Director People and Wellbeing and Executive Director Operations.

District Director Clinical Governance shortlisting is complete and interviews are planned for 13 December 2021.

Interviews completed for two Director of Medical Services positions. Appointment of Dr Andrew Woods as District Medical Lead for Obstetrics. Director Cancer Services is being recruited to.

Focus on increased risk over the New Year period with Executive available to respond if required.

The CE and Executive noted their appreciation of the Board's support during 2022.

<b>Item 5.2</b>	<b>Board Chair update</b>
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The Deputy Chair will attend the opening of the Goulburn CSB on 3 December 2022 on behalf of the Chair.

<b>Item 6</b>	<b>Accountability</b>
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<b>Item 6.1</b>	Medical and Dental Appointments Advisory Committee Draft Minutes
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Noted.

<b>Item 6.2</b>	Health Care Quality Committee (HCQC) Board Report and Draft Minutes
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Overdue RCA reviews were noted. DQSPE advised of a focus on clearing these overdue reports. A status update will be provided at the February 2022 HCQC meeting.

<b>Item 6.3</b>	Audit and Risk Committee Meeting update
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No meeting held in October.

<b>Item 6.4</b>	Performance Committee Minutes
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Noted.

<b>Item 6.5</b>	People and Wellbeing Committee
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No meeting held in October.

<b>Item 6.6</b>	Community Engagement Committee
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No report.

<b>Item 6.7</b>	Finance and Recovery Report
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Noted.

<b>Item 7</b>	<b>For Endorsement</b>
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<b>Item 7.1</b>	<b>Moruya Maternity Service Resilience Assessment and Action Plan</b>
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The Assessment report was tabled. EDMS provided an overview of the report and recommendations.

A Board member asked that the Action Plan be updated with dates.

The CE spoke of the importance of ongoing reviews of the services across the LHD. A Board member asked whether a plan for a structured review of services has been set. The CE agreed that a plan for review would be provided to the Board in May 2022.

The Board noted the update and support necessary to progress announcements arising from the report and action plan. A monthly update will be provided to the Board via the HCQC.

<b>Item 7.2</b>	<b>Draft Safety and Quality Account</b>
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The content of the Draft Safety and Quality Account was tabled.

<b>Item 7.3</b>	<b>Draft Board Work Plan for 2022</b>
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The Board endorsed the proposed Board Work Plan for 2022 but resolved it would not be approved without review by the Board Chair

<b>Item 8</b>	<b>For information</b>
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<b>Item 8.1</b>	<b>Board correspondence summary</b>
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Noted.

<b>Item 8.2</b>	<b>2022 Board meeting dates</b>
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Noted.

<b>Item 8.3</b>	<b>Eurobodalla media for CCC Chair</b>
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In response to the CCC request for positive media that could be shared on the CCC Chair's social media, General Manager Media and Communications advised that a media release is due to go out on 29 November announcing the opening of the new Moruya Close Observation Unit. Social media content is ready to support that announcement.

<b>Item 9</b>	<b>Business without notice</b>
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Nil.

<b>Item 10</b>	<b>Close</b>
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The meeting closed at 12.21pm.

**Date of Next Meeting:** Thursday, 13 January 2022.