
Minutes

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

Date: 24 April 2019

Time: 10.00am CDST (10.30 am EDST)

Venue: 1st Floor, Community Health Centre, Boardroom

Present:

Dr Andrew Refshauge	Chairman
Mr Stephen Rodwell	Chief Executive
Mr Wincen Cuy	Board Member
A/Prof Lilon Bandler	Board Member
Mr John Harris	Board Member
Mr Paul Kemp	Board Member
Mr Stephen O'Halloran	Board Member

By Videoconference:

Ms Mariette Curcuruto	Board Member
Michelle Dickson	Board Member

Invitees:

Ms Diana Ferry	Executive Officer
Ms Noni Inglis	Director Finance and Corporate Services
Ms Donna Cruickshank	Director Aboriginal Health and Planning

In Attendance:

Mrs Kate Williams	A/Board, Committees and Policy Clerk (Minutes)
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Meeting Commenced: 10.15 am CDST

Item 1. Acknowledgement of Country

The Far West Local Health District acknowledges the traditional owners of the lands within its boundaries including Barkanji/Paakantji; the Muthi Muthi; Wilyakali; and the Nyampa. 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

Dr Andrew Olesnicky	Director Emergency Services BHHS
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Item 3. Disclosure of Interest

Lilon Bandler advised she was no longer employed by the University of Sydney and now held a permanent position with the Royal Flying Doctor Service.

4. Order of Business/Urgent Business

Nil.

Item 5. Minutes of Ordinary Board Meeting 25 March 2019

Resolution: **The Minutes of the Ordinary Board meeting held on 25 March 2019 be received as a true and correct record.**
Moved, John Harris seconded Wincen Cuy. Carried.

The Chief Executive noted the Lower Western Sector would now be referred to as District Health Services.

Item 6. Action List

6.1 19-01 – Informal Afternoon Tea with Maari Ma

Email correspondence from Haylee Rogers advised that the Maari Ma Board were happy to meet at 2.30pm in the Auditorium on 24 June 2019. Six Maari Ma Board Members and their CEO would attend. Jenelle Bussell will confirm arrangements in due course.

The Chief Executive suggested an informal meeting with no Agenda and Andrew Refshauge to welcome. The Board and Committee Members agreed.

6.2 19-02 – Draft strategy to reduce premium employee related costs

Noni Inglis provided a draft strategy to reduce premium employee related costs such as Agency Medical and Agency Nursing and overtime costs in the next financial year. The Board and Committee Members discussed the Strategy with Noni Inglis noting the key strategies that the District has implemented (I) or is considering (C) to reduce the reliance on an Agency model;

- Increase the number of intakes of nursing graduates (C)
- Development of a marketing strategy – Attracting and retaining permanent staff to the District (C)
- Development of an Attraction and Retention Incentives procedure (I-WIP)
- Development of pathways for Rural Generalist positions (C)
- Local network meetings for Allied Health practitioners (C)
- Recruitment of International Medical Graduates (C)
- Recruitment Procedure – Finance included in the approval chain (I-WIP)
- Recruitment – Chief Executive to approve all new positions (I)
- Recruitment – Chief Executive to approve all Agency recruitment (C)
- Approved Business Case for the recruitment to vacant positions (excluding frontline services (C)
- Revolving Door Performance Meetings (tighter fiscal management) (C)
- Leave Relief FTE in the LWS (I)
- The MoH is leading a project to support the rural and regional workforce (I-WIP)

Action: **Steve Rodwell and Noni Inglis to put the Draft strategy to reduce premium employee related costs into an action plan with measurable outcomes, to be tabled at the Workforce Development Committee Meeting and the Board meeting quarterly.**

Resolution: The Draft strategy is endorsed and noted.
Moved Stephen O'Halloran seconded Paul Kemp. Carried

6.2 19-03 - Annual Board Calendar

Diana Ferry provided an updated Annual Board Calendar which lists reports to come to the Board at each monthly meeting.

The Board and Committee Members discussed the Calendar and provided minor additions and adjustments.

Action: Diana Ferry to adjust Annual Board Calendar as discussed and add Audit and Risk Committee.

Action: Each sub-committee Agenda be updated to include the purpose and scope.

It was noted the Annual Public Meeting would be held on 16 December 2019 not 18 December 2019.

Item 7. Reflections of our Care

Item 7.1 Patient Story

Noted

Action: A letter of commendation from the Board to be sent to all staff mentioned.

Item 7.2 Staff Story

Noted

Item 7.3 Presentation Donna Cruickshank, Director Aboriginal Health and Planning

Donna Cruickshank introduced herself and went through her presentation. Key points discussed;

- Tibooburra HealthOne project, the project brief has been approved by the MoH, Hutchinson builders visited the site to look at what will be required for the project.
- Buronga HealthOne – project managers and architects have been engaged. Site visit in May to meet with the project leads.
- Planning- Asset management planning will have some changes to it. It will need to be implemented by 2022. The 5 priorities from last year remain relevant.
- Aboriginal Health Planning – to develop an Aboriginal Health Framework, review and enhance skills of the Aboriginal Health Practitioner, strengthening of governance, respecting the difference training in the Lower Western Sector.

The Board and Committee Members discussed the Presentation at length with Donna Cruickshank answering questions.

Michelle Dickson thanked Donna for the presentation and welcomed her to her role as Director of Aboriginal Health and Planning.

Lilon Bandler suggested the Aboriginal Health Committee be added as a standing item on the Board Agenda. Michelle Dickson suggested she provide a verbal report as the timeframe

was difficult due to the meeting being held on the same day prior to the Board meeting. The Board and Committee Members agreed a verbal report at this stage was sufficient.

Recess at 11.55am – 12.14pm

Item 8. Chief Executive Report

8.1 KPI Report

Noted

8.2 Chief Executive Report

Key points from the Chief Executive Report:

- There were two deaths recorded. RCA's will be conducted into both.
- Two new workers compensation claims were received in March 2019. Twenty claims remain open over the current fund years as at 31 March 2019.
- Emergency Department Treatment Performance for March 2019 was slightly under target at 86.4% (target 89%) transfer of Care from Ambulance Service to the Emergency Department for March 2019 was 96.1% well above the target of 90%.
- The Health Education and Training Institute (HETI) conducted a five yearly re-accreditation survey for training of Medical Interns on 1 April 2019. They have indicated that, subject to official endorsement accreditation will be retained.
- On 10 April 2019, the Royal Australian and New Zealand College of Ophthalmologists conducted a re-accreditation survey for Registrar training.
- The local Wentworth GP Practice has relocated to Buronga. The loss of GP services in Wentworth has caused concerns to both the community and the service providers. A meeting was held on Tuesday 9 April 2019 between ourselves, the Western Primary Health Network (WNSWPHN) and the Rural Doctors Network (RDN). The Alliance has established a joint project team from all organizations to seek solutions using out current available resources jointly.
- The Patient Reported Measures (PRMs) Project officer has been successfully recruited. The successful candidate will commence in this role from 23 April 2019.
- A Proposal received from Maari Ma to build a clinic in Wilcannia, which indicated they would like to build on Local Health District land. If they were to receive the land Maari Ma would need to hand back rooms they currently use in the Health Service.

Action: **Stephen Rodwell to investigate further on the process for gifting the land to Maari Ma and the provision of handing the rooms they currently use in the Health Service back to Far West Local Health District.**

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

Moved John Harris, seconded Stephen O'Halloran. Carried

Item 9. District Performance

9.1 Finance and Performance Report

9.1.1 Finance and Performance Committee Chair's Report

9.1.2 Finance Report

Noni Inglis provided the Board with highlights from the Finance and Performance Report.

- The YTD result \$1.177M unfavourable to budget (GF)
- The full year projection to budget is \$0.583M unfavourable to budget (GF).

Key Issues

The YTD performance against budget was impacted by the following actions:

- Employee Related costs – YTD favourable variance \$0.136M
- VMO expenses were \$0.160M unfavourable in the reported month with the YTD result an unfavourable variance of \$0.925M.
- Goods and Services - YTD Agency Fees are \$1.225M (YTD FY18: \$0.824M); an increase of \$0.401M on the previous year. Nursing increased by \$0.113M, Medical \$0.220M and Allied Health by \$0.068M on the previous year.
- Repairs, maintenance and renewals- The significant unbudgeted overspend in RMR relates to repairs of roofs for Broken Hill properties resulting from hail damage. The YTD expenditure is \$1.388M which has a projected cost of \$2.219M for the year ended 30 June 2019. The cost is offset in Other Sources of Revenue, resulting in a nil impact on the Net Result

Outcomes of significance

- In response to the challenges faced by rural districts, the NSW Health budget allocation contains a provision for Recognised Structural Costs (RSCs) which potentially contribute to a higher fixed cost structure. For the 2018/19 Budget the five high cost outputs identified for rural Districts are Visiting Medical Officer (VMO), Patient Transport, Imaging, Salary and Wages Administration and Lease. In the FY19 Service Agreement FWLHD received \$4.199M.
- March 2019 Annual Financial Statements for Far West Local Health District and Far West Local Health District Special Purpose Service Entity have been prepared.

Identification of Risks

- The following financial risks associated with expenditure have been identified:
- Short term / high turnover of Medical workforce in the BHHS Emergency Department
- Shortage of senior nurses
- The growth in FTE
- Premium employee related costs such as Agency Medical and Agency Nursing and overtime costs continue to inflate the employee related costs.
- The additional costs in goods and services expenses (Agency Fees, Travel & Accommodation) as related to the premium labour workforce
- Removal of the Transition Grant on FY20 Funding

Recommendation/s resulting from the meeting

- Noted: Debtors Write off
- Noted: 31 March 2019 Annual Financial Statements and accompanying attachments.

9.1.3 Financial Reports

Noni Inglis advised the Annual Financial Statements had been tabled at the Audit and Risk Meeting and were endorsed. They had also been tabled at the Finance and Performance Committee Meeting and forwarded to the Ministry.

Resolution: **The Finance Reports be received and noted.**
 Moved Wincen Cuy, seconded John Harris. Carried

9.1.4 MoH Narrative – March 2019

Noted

9.2 Clinical Governance Report

9.2.1 Health Care Quality Committee Chair’s Report

Lilon Bandler welcomed Paul Kemp to the committee and noted meeting times were still an issue.

Lilon Bandler also noted a lack of narrative around the data regarding pressure injuries and would like to see the story behind each pressure injury.

9.2.2 Clinical Governance Report

Key points from the Clinical Governance Report;

- There are 4 RCAs in progress
- There are five clinical reviews underway
- A Clinical Practice Review lead by Dale Sutton and Melissa Welsh was underway relating to inpatient falls.

John Harris noted his observations of the Nursing staff on Medical Ward at the Broken Hill Health Service and commended their interactions with dealing with a difficult patient.

Resolution: **The Clinical Governance Report is received and noted.**
 Moved Lilon Bandler, seconded Paul Kemp. Carried

9.3 Workforce Report

9.3.1 Workforce Development Committee Chair’s Report

Key points from the Workforce Development Report;

- Current FTE for the District in FN19 is 714. Headcount for the reporting month (March) is 791
- There are six women in senior leadership roles
- March had nine separations and six new starters
- Mandatory training compliance is at 60.28%
- 50.1% of staff have current Performance Development Plans (March)

Key Issues

- Annual Leave; 245 of 41% of staff have annual leave in excess of 30 days
- Accrued Days Off: 73 staff have in excess of 3 days

Outcomes of Significance

- Recruitment for Aboriginal Health Practitioners underway for Broken Hill Health Service
- Expression of Interest issued for 3rd cohort of Next Generation of Leaders and Managers within NSW Health (NextGen) program
- The People Matter Employee Survey has been announced for 2019
- SBAT's are in their fourth week and doing well.

9.3.2 Workforce Report

Noted.

Resolution: **The Workforce Report be received and noted.**
Moved Paul Kemp, seconded Stephen O'Halloran. Carried

9.4 Risk Dashboard Report

9.4.1 Risk Management Unit - Work Health and Safety Report

Noted.

Resolution: **The Risk Dashboard Reports be received and noted.**
Moved Mariette Curcuruto, seconded Michelle Dickson. Carried

9.5 Health Performance Report February 2019

Noted.

Resolution: **The Health Performance Report February 2019 is received and noted.**
Moved Mariette Curcuruto, seconded Michelle Dickson. Carried

Item 10. Committee Reports

10.1 Audit and Risk Committee Chair's Report

Noted.

Resolution: **The Audit and Risk Report be received and noted.**
Moved Mariette Curcuruto, seconded John Harris. Carried

10.2 Aboriginal Health Committee Chair's Report

Michelle Dickson recommended the Board and Executive Members complete the Respecting the Difference Face to Face Training. The Committee and Board Members discussed and agreed a date should be arranged.

Mariette Curcuruto suggested aligning the 24 June 2019 board meeting with the training.

Action: Michelle Dickson to consult with Respecting the Difference Trainers to secure a date for the training to occur.

Michelle Dickson also noted the need to provide administrative support to Donna Cruickshank as an Executive and the need for Aboriginal Health to be included on the Board Agenda.

Resolution: The Aboriginal Health Committee Chair Report be received and noted.
Moved Michelle Dickson, seconded Wincen Cuy. Carried

Item 11. Business on Notice

Nil

Item 12. Items for Discussion

12.1 Board Charter for Endorsement

Tabled

Endorsed: Moved Mariette Curcuruto, seconded John Harris. Carried

12.2 Rescheduling Ivanhoe Board Meeting

The Board and Committee Members discussed options of interchanging the Ivanhoe Board meeting dates with Balranald or Tibooburra.

Stephen O'Halloran suggested Balranald be replaced as it was the next upcoming regional date.

It was agreed Balranald date would be replaced with Ivanhoe and the same travel arrangements would stay in place that had originally been booked.

12.1 New Board Member Orientations

Diana Ferry advised the Board Member Orientation Program Registrations were now open. Lilon Bandler advised she would be unavailable on the available dates. Paul Kemp, Michelle Dickson and Andrew Refshaug were available to register.

Item 13. Calendar of Events

Noted.

Diana Ferry noted 27 July 2019 Palliative Care 30th Anniversary Dinner Dance would be added to the calendar and all Board Members were invited.

Item 14. Correspondence

Nil

Item 15. Other Business

Ordinary Meeting Closed:

2.05pm cdst.

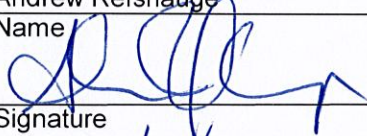
Item 16. Closed Meeting

Item 17. Annual Public Meeting

Item 18. Next Meeting

Monday 27 May 2019

Certified as a correct record.

Andrew Refshauge
Name _____

Signature _____
27/5/19
Date _____