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## Minutes

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

Date: 24 June 2019

Time: 10.00am CDST (10.30 am EDST)

Venue: 1<sup>st</sup> Floor, Community Health Centre, Boardroom

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### Present:

Mr Wincen Cuy	Board Member
Mr John Harris	Board Member
Mr Stephen O'Halloran	Board Member
Ms Michelle Dickson	Board Member
Ms Mariette Curcuruto	Board Member
Mr Paul Kemp	Board Member
Mr Stephen Rodwell	Chief Executive

### By Videoconference:

Dr Andrew Refshauge	Chairman
A/Prof Lilon Bandler	Board Member

### Invitees:

Ms Diana Ferry	Executive Officer
Ms Noni Inglis	Director Finance and Corporate Services
Dr Andrew Olesnicky	Director Emergency Services BHHS
Mr Andre Nel	Director Medical Services

### In Attendance:

Mrs Jenelle Bussell	A/Board, Committees and Policy Clerk (Minutes)
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**Meeting Commenced:** 10.38.am CDST

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### Item 1. Acknowledgement of Country

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

Nil

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### Item 3. Disclosure of Interest

Michelle Dickson declared an expression of interest in relation to a submission for a research project with University of Sydney. An opportunity presented where she had been

approached by colleagues who were leading a project related to research which focused on respiratory health and pulmonary rehabilitation for people who experience chronic lung disease. The research involved piloting the project with a few LHD's. Michelle Dickson advised she had suggested they contact Donna Cruickshank Director Aboriginal Health and Planning with a view the Far West Local Health District may get involved.

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

**Action: Aboriginal Health to be placed on the Agenda at Item 9 as a Standing Item.**

John Harris noted he would like an action to be placed on the Action List with regard to the ancient wisdoms referred to in the Acknowledgement to Country to allow further exploration of the meanings. Michelle Dickson advised once the Respecting the Difference training had been completed these meanings will be communicated.

**Action: Add ancient wisdoms to action list (19-06 Respecting the Difference Training)**

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#### **Item 5. Minutes of Ordinary Board Meeting 27 May 2019**

**Action: Amend Item 7.2 to note that discussions also included the complexity of the environment and the need for an animal to be highly trained i.e. guide dogs being acceptable whereas companion pets were not.**

**Resolution: The Minutes of the Ordinary Board meeting held on 27 May 2019 be received as a true and correct record.**  
Moved Mariette Curcuruto, seconded Lilon Bandler. Carried.

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

##### **6.1 19-01 – Informal Afternoon Tea with Maari Ma**

The informal afternoon tea with Maari Ma was scheduled to go ahead following this Board meeting.

Paul Kemp will welcome and Chair in the absence of Andrew Refshauge.

Complete

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

Noni Inglis advised the draft strategy was being submitted at the next Workforce Development Committee meeting and would then be presented to the Board.

##### **6.3 19-05 – Gifting of Land to Maari Ma**

The Chief Executive advised correspondence had been sent to Maari Ma advising of the intention to gift and size of the land.

#### **6.4 19-06 – Respecting the Difference Face to Face training for the Board**

Michelle Dickson advised discussions had begun with Denise Hampton to arrange a suitable date.

#### **6.5 19-07 – Pexip Presentation**

Additional Information was forwarded to all Board and Committee Members and is also available in Diligent.

Complete

#### **6.6 19-08 – Strategic Priorities Table Calculations**

Noni Inglis advised the Headcount % in the table had been checked and was now corrected.

Complete

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### **Item 7. Reflections of our Care**

#### **Item 7.1 Patient Story**

Noted

The Board and Committee members discussed the difficulty in management of acute pain.

#### **Item 7.2 Staff Story**

Noted

The Board and Committee members discussed the frustrations experienced by the author and the benefits of the Employee Matters Survey results due out in the near future.

#### **Item 7.3 Presentation Andre Nel Director of Medical Services**

Andre Nel introduced himself and went through his presentation. Key points discussed;

- Pharmacy – Appointment of a new Chief Pharmacist and Pharmacist, Rural Formulary. The Pharmacy is well staffed and provides a good clinical pharmacy service on the wards.
- Medical Imaging – BreastScreen redesign, new equipment in the way of ultrasound machines, portable X-ray unit and Radiology/Fluoroscopy Hybrid machine.
- Junior Doctors – HETI Accreditation survey, Palliative Care Registrar has commenced along with a Director Medical Education Unit and an additional RMO from 4pm to 12pm. The 4pm -12pm ward cover is 7 days a week and assisting in ED during quiet times. A new rotation of Junior Doctors began today.
- Senior Doctors – Clinical Directors appointed in O&G, Paediatrics and Psychiatry, Consultants appointed in Orthopaedics, Plastic Surgery, Urology, Internal Medicine and Anaesthetics. The Emergency Medicine roster is not working to expectations however was stabilising.
- Services – Rural Generalist recruitment – RFDS, Telehealth, Nephrology MOU-RAH. HETI has been asked to keep the Palliative Care Training positions and also to add Mental Health Registrar Trainee positions. An agreement has been entered into with Royal Adelaide Hospital Nephrology regarding provision of services. Looking at services across Wentworth, Dareton and Buronga to work towards Palliative Care.

The Board and Committee members discussed the presentation. John Harris asked if there were any real challenges. Andre Nel advised the stability of the Emergency Department roster was of concern and a challenge along with the struggle to recruit surgeons however, this can be improved.

## **Item 8. Chief Executive Report**

### **8.1 KPI Report**

Noted

The Chief Executive noted the Western LHD KPI Report he had circulated out of session for comments. The Board and Committee members approved of the new look. The Chief Executive noted there would be a cost involved and the data provided would remain approximately a month behind due to reporting constraints.

The new KPI Report will be provided at the July 2019 meeting.

### **8.2 Chief Executive Report**

Key points from the Chief Executive Report:

- The YTD FY2019 actual is 710, this is 26.46 FTE less than the budgeted Staff Establishment
- Recruitment underway for three Executive positions;
  - General Manager Broken Hill Health Service
  - General Manager District Services
  - Director Mental Health Drug and Alcohol

The Chief Executive noted one of the three positions had been sent back out for recruitment as a suitable applicant had not been found. The successful applicant for the Director Mental Health Drug and Alcohol was Ms Jodie Miller.

- Planning and consultation is underway for the Careers Expo on Wednesday 31 July 2019 at the Whitehouse Convention Centre, Broken Hill. This is one of the key annual forums that helps showcase the opportunities available in the district.
- Dr Peter Vaux, Clinical Director Mental Health is resigning at the end of June 2019. Prof Carlos Zubaran has been recruited as the new Clinical Director. Prof Zubaran commenced on 4 June 2019 in order to ensure appropriate orientation and handover. He will commute weekly from Sydney.
- There are four RCA's currently being investigated, three nearing completion.
- There have been no further SAC 2 incidents. There are six SAC 2 Clinical Review investigations in progress.
- There were two new workers compensations claims received in May 2019.
- Emergency Department Treatment Performance for May 2019 was slightly over target at 90.5% (target 90.2%). Transfer of Care from the Ambulance Service to the Emergency Department for May 2019 was 98.2% well above the target of 90.0%
- Ken Barnett, General Manager of Broken Hill Health Service, has resigned to take up a position with South Western Sydney Local Health District. Ms Pattie Holtze and Ms Mel Welsh will relive in the General Manager position while recruitment is finalized.
- The Buronga HealthOne project is progressing well. Planning meetings continue to be held with staff representatives. The site Master Plan was endorsed and the next planning phase for schematic design was held on 12 June 2019 with consensus on the floorplan and general layout for rooms. Work continues by Health Infrastructure for the acquisition with the NTS and Barkandji Elders. The Project brief development is ongoing through June to July 2019.

Stephen O'Halloran questioned the *National Disability Insurance Scheme (NDIS) media reports in the Barrier Daily Truth which indicate that Australian Unity (service provider) will be withdrawing service delivery to those under the NDIS. They will be concentrating only on the delivery of aged care services. All NDIS recipients of services under Australian Unity will be notified and transitioned to a new service provider. The effect to the LHD is unknown at this stage, if any.*

Mariette Curcuruto advised she had an outside interest and connections to Silverlea and offered to leave the meeting.

The Chief Executive advised despite the concerns there had been no change in the acute hospital as yet. The Board and Committee members discussed the effect to the LHD's.

Michelle Dickson noted *Item 11 Special Commission of Inquiry into the Drug ICE hearings.* The Aboriginal Health Committee had also discussed this issue and noted concern in this area. The Aboriginal Health Committee would be talking about this further.

**Resolution:**                    **The Chief Executive Report be received and noted.**  
Moved John Harris, seconded Paul Kemp. Carried

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## **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 \$0.269M unfavourable to budget (GF)
- The full year projection to budget is \$0.654M unfavourable to budget (GF).

#### **Key Issues**

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

- Cash position:  
An adjustment to the holdbacks for salaries and wages in the Ministry subsidy sheet (week 49) resulted in the FY19 subsidy allocation being over drawn by \$0.9M. The Net Cost of Service variance to budget is not an accurate reflection of the Districts position because of an insurance claim impacting revenue. The District's expenses at 31 May 2019, is \$2.57M unfavourable.  
An analysis of our cash flow for the remainder of FY19 indicates that we will be short of cash by \$1.5M.  
To meet PAYG, VMO and Creditor commitments for the remainder of FY19 Far West Local Health District requests a further Cash Advance of \$0.6M.
- FY20 Budget:  
The FY20 operational budget was presented to the committee. This budget is based on known subsidy for FY20. The Service Agreement is due 20 June 2019 and the growth will be allocated to the CE Reserve.

- Repairs, maintenance and renewals:  
The negative balance of \$1.214M in RMR relates to reallocation of costs of roofs for Broken Hill properties resulting from hail damage. \$1.388M was reallocated from repairs and maintenance to capital.

#### **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/reliance on agency model
- 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

#### **9.1.3 Financial Reports**

Noni Inglis advised a request had been submitted for a cash advance to assist until to the end of financial year and had been accepted.

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Stephen Rodwell left the meeting at 12.10pm and returned at 12.13pm

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The Board and Committee members discussed the processes of obtaining cash advances and the implications moving into the new financial year.

Noni Inglis advised the Ministry has been working with HealthShare and eHealth to facilitate the central payment of creditors and PAYG for NSW Health. This initiative is part of the wider Cash Management Reform the Ministry are implementing to facilitate the NSW Treasury cash forecasting requirements.

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John Harris left the meeting at 12.15pm and returned at 12.18pm

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The Board and Committee members discussed the cash management reform and minimum cash buffers.

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Michelle Dickson left the meeting at 12.20pm and returned at 12.22pm

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Noni Inglis noted the FY20 draft budget of Total Expenses for FWLHD at \$116,918,260.00. The Service Agreement had not yet been received. Noni Inglis added further budget supplements will be made available however they had not yet been allocated.

Lilon Bandler questioned the CE reserve noted in the budget. Noni Inglis advised the allocation was to special initiatives for the following year which included projects such as the replacement of computers, replacement of equipment <\$10,000 and Healthy Children Initiatives.

The Board and Committee members discussed the requirements of meeting budget requirements and Directorate budgets. Andrew Olesnicky questioned Directors sharing the surplus with other Directorates. Noni Inglis advised in the case of a surplus budget in a Directorate, other Directorates would be considered.

**Resolution:**                    **The Budget FY20 be received and noted.**  
    Moved Wincen Cuy, seconded Stephen Rodwell. Carried

Noni Inglis noted a write off of \$126.00 in debt owed.

The Board and Committee members discussed the Did not Waits data provided in the Activity table. Noni Inglis advised some of the percentage figures in the activity table were incorrect and had now been corrected. The Finance and Performance Committee meeting minutes have recorded the correct percentages as follows;

FWLHD Activity	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
<u>Emergency Department</u>											
Presentations	2,163	2,479	2,393	2,443	2,333	2,183	1,964	1,945	2,047	2,108	2166
Did not Wait	32	85	65	95	101	83	77	69	47	39	42
<u>Admitted Patient Discharges*</u>	339	373	320	366	319	275	324	331	354	343	353
Discharged at Own Risk	14	7	8	15	12	10	17	13	15	9	9
%Discharged at Own Risk	4.13%	1.88%	2.50%	4.10%	3.76%	3.64%	5.25%	3.93%	4.24%	2.62%	2.55%
<u>Aboriginal Admitted Patient Discharges*</u>	52	44	47	53	44	48	61	50	54	51	65
Aboriginal Discharged at Own Risk	2	2	1	10	4	4	8	8	10	3	3
Aboriginal % at Own Risk	3.85%	4.55%	2.13%	18.86%	9.09%	8.33%	13.11%	16.00%	18.52%	5.89%	4.62%
Aboriginal Discharged Between 9am-4pm	1	1	1	9	0	3	5	6	6	3	2
Aboriginal Discharged Between 4pm – 9am	1	1	0	1	4	1	3	2	4	0	1
Bed Days	2,515	2,721	2,479	2,366	2,278	2,216	2,333	2,292	2,407	2,345	2490
<u>Surgery</u>											
Elective	172	167	143	163	177	122	67	158	165	134	155
Emergency	56	36	36	31	32	28	45	35	23	37	29
<u>Salary Packaging Take up rate</u>	63.57	64.51	64.21	63.54	66.42	67.02	67.03	65.37	57.97	61.00	61.69
<u>Private Patient Take up rate</u>	150	142	144	141	125	120	94	119	131	149	155
FWLHD	88.67%	87.32%	88.19%	91.49%	94.40%	94.17%	95.74%	93.28%	91.60%	90.60%	93.55%
NSW Health	78.72%	78.25%	78.61%	78.66%	80.39%	79.57%	80.02%	80.40%	80.15%	80.05%	79.55%
<u>Call-Outs Lower Western Sector</u>							10	4	10	10	

Ivanhoe						4
Menindee		20	16	21	19	23
Tibooburra		7	1	5	8	5
White Cliffs		4	6	6	5	6
Wilcannia		24	12	26	20	24

Paul Kemp noted a change in mindset was required in relation to the Did not Waits data as there were wait times when attending the Emergency Department. Lilon Bandler agreed and noted this issue did not only relate to Aboriginal and Torres Strait Islanders. Michelle Dickson noted this issue had been placed as an action on the Aboriginal Health Committee agenda for members to think about how to deal with this further.

Andrew Olesnicky added those who did not wait were followed up and most of those patients had advised they had left the waiting room due to the volume of patients waiting for care.

Noni Inglis noted the Observations on early close procedures had been completed and there were no foreseen issues.

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

**9.1.4 MoH Narrative – April 2019**

Noted

Lunch Recess 12.55pm to 1.15pm

**9.2 Aboriginal Health Committee Chair’s Report**

Michelle Dickson advised the Aboriginal Health Committee meeting was held earlier in the day, Monday 24 June 2019 and a written report would be included in the July meeting papers.

**9.3 Clinical Governance Report**

**9.3.1 Health Care Quality Committee Chair’s Report**

Lilon Bandler thanked Mariette Curcuruto for Chairing the last meeting.

Lilon Bandler noted there are five RCA’s and seven clinical reviews underway. There were three new SAC2 incidents and one new SAC1 Incident in April 2019. Investigations have been commenced on all matters. This is of continuing concern as are the pressure injuries and falls.

Various group around the hospital had been asked to present on a roster basis to the Committee throughout the year.

Diana Ferry joined the meeting at 1.24pm



### 9.3.2 Clinical Governance Report

Noted

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

### 9.4 Risk Dashboard Report

Noted

#### 9.4.1 Risk Management Unit - Work Health and Safety Report

Noted

**Resolution:**            **The Risk Dashboard Reports be received and noted.**  
Moved Paul Kemp, seconded Stephen O'Halloran. Carried

### 9.5 Health Performance Report April 2019

Noted.

**Resolution:**            **The Health Performance Report April 2019 is received and noted.**  
Moved Paul Kemp, seconded Wincen Cuy. Carried

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## 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 John Harris, seconded Stephen O'Halloran. Carried

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## Item 11. Business on Notice

Nil

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## Item 12. Items for Discussion

Nil

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## Item 13. Calendar of Events

Noted

**Action:**                **Update the Calendar to reflect the change of Audit and Risk Committee Meeting dates**

**Action:**                **Change the Aboriginal Health Committee meeting date to Friday 30 August 2019 to align with the Board meeting date change.**

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**Item 14. Correspondence**

**14.1 Outgoing – Letter to Maari Ma RE: Informal Afternoon Tea**

Noted

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**Item 15. Other Business**

Nil

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**Ordinary Meeting Closed**

1.38pm CST

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**Item 16. Closed Meeting**

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**Item 17. Annual Public Meeting**

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**Item 18. Next Meeting**

Monday 22 July 2019 - Ivanhoe

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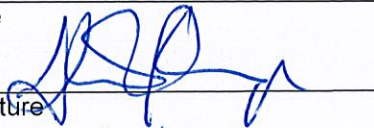
**Certified as a correct record.**

Andrew Refshauge

Name

Signature

Date

  
22/7/2019