
Minutes

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

Date: 27 May 2019

Time: 10.00am CDST (10.30 am EDST)

Venue: 1st Floor, Community Health Centre, Boardroom

Present:

Dr Andrew Refshauge	Chairman
Mr Wincen Cuy	Board Member
Mr John Harris	Board Member
Mr Stephen O'Halloran	Board Member
Ms Michelle Dickson	Board Member
Mr Stephen Rodwell	Chief Executive
Dr Andrew Olesnicky	Director Emergency Services BHHS

By Videoconference:

Ms Mariette Curcuruto	Board Member
A/Prof Lilon Bandler	Board Member

Invitees:

Ms Diana Ferry	Executive Officer
Ms Noni Inglis	Director Finance and Corporate Services

In Attendance:

Mrs Jenelle Bussell	A/Board, Committees and Policy Clerk (Minutes)
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Meeting Commenced: 10.24am CDST

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 Ngiyampaa. 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

Mr Paul Kemp	Board Member
Mr Andre Nel	Director Medical Services

Item 3. Disclosure of Interest

Nil.

4. Order of Business/Urgent Business

Nil.

Item 5. Minutes of Ordinary Board Meeting 24 April 2019

Resolution: **The Minutes of the Ordinary Board meeting held on 24 April 2019 be received as a true and correct record.**
Moved John Harris, seconded Michelle Dickson. Carried.

John Harris noted the “ancient wisdoms” in the Acknowledgement of Country and would like the Board and Committee members to learn more in the meanings. Michelle Dickson suggested consultation with Donna Cruickshank and the Aboriginal Health and Planning Committee occur first.

Andrew Olesnicky joined the meeting at approximately 10.30am

Item 6. Action List

6.1 19-01 – Informal Afternoon Tea with Maari Ma

The Board and Committee members discussed the upcoming informal meeting with Maari Ma. The Chair advised he would like a letter sent to Maari Ma outlining the meeting.

Action: **Jenelle Bussell to draft a letter to Maari Ma from the Chair outlining the informal meeting on 24 June 2019.**

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

Noni Inglis advised the draft strategy was still a work in progress due to time constraints.

6.2 19-03 - Annual Board Calendar

Diana Ferry advised the Annual Board Calendar had been updated and the Terms of Reference had been sent to all sub committees for review.

Complete

6.3 19-04 – Patient Story

Jenelle Bussell advised letters of commendation had been sent out to all staff involved.

Complete

6.5 19-05 – Gifting of Land to Maari Ma

To be discussed in closed session.

6.6 19-06 – Respecting the Difference Face to Face training for the Board

Michelle Dickson advised she had spoken to Denise Hampton and Donna Cruickshank who would look at the training schedule for Respecting the Difference Face to Face training and set aside dates for the Board and Committee members to attend.

Item 7. Reflections of our Care

Item 7.1 Patient Story

Noted

Item 7.2 Staff Story

Noted

Andrew Refshauge noted as per the Clinical Governance report infection control results were not desirable.

The Board and Committee Members discussed the issues around infection control and the precluding of animals from acute care facilities. Lilon Bandler noted the complexity of the environment and the need for an animal to be highly trained ie guide dogs being acceptable whereas companion pets were not.

Item 7.3 Presentation Sharyn Cowie – Pexip Training

Sharyn Cowie introduced herself and went through her presentation. Key points discussed;

- Special features;
- Troubleshooting bandwidth issues;
- Enforcing etiquette to assist smoother running of the system;
- Pexip Infinity Application;
- Helpdesk support

Sharyn Cowie also noted use of Pexip had increased from approximately 3 to 4 hours use a month to 6 to 7 hours per month.

Action: Sharyn Cowie to provide additional information on Pexip Infinity Application and Helpdesk for distribution to the Board and Committee members.

Item 7.4 Presentation Andre Nel Director of Medical Services

Andre Nel was an apology at this meeting and will be rescheduled to present at the June 2019 meeting.

Item 8. Chief Executive Report

8.1 KPI Report

Noted

The Chief Executive noted a new dashboard report would be utilized in the coming weeks where all KPIs required from the Service Level Agreement would be visible.

8.2 Chief Executive Report

Key points from the Chief Executive Report:

- The YTD FY2019 actual is 708.04, this is 31.80 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
- Staff expressed a lot of interest in the Next generation of Leaders and Managers within NSW health (NextGen) program. Seven applications were received in response to the Expression of Interest for the 3rd cohort to be held across NSW Health. The two candidates who were successful in the internal evaluation process have been nominated.
- 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.
- Work Health and Safety Training is occurring in May 2019. Staff are being encouraged to become qualified to conduct WHS audits in the district.
- The People Matters Employee Survey has been announced for 2019. Thursday 30 May 2019 to Friday 28 June 2019. Planning is underway to recruit survey champions to increase participation rate from last year's 70%.
- The FWLHD LHD celebrated International Day of the Midwife (Sydney 5 May 2019) and International Nurses Day hosted by a staff BBQ on Friday 10 May 2019. Awards were presented to individual staff. These events were covered in the local media.
- A SAC 2 RCA investigation is being conducted in relation to a complicated obstetric delivery resulting in asphyxiation of the neonate. There have been 3 falls in the FWLHD which have resulted in fractures. Each of these incidents are the subject of internal review.
- There was one new workers compensations claim received in April 2019.

Diana Ferry left the meeting at 11.36am

- Emergency Department Treatment Performance for April 2019 was slightly under target at 88.6% (target 89%). Transfer of Care from the Ambulance Service to the Emergency Department for April 2019 was 96.9% well above the target of 90.0%

Diana Ferry returned to the meeting at 11.39am

- There were no Category 1, and two (2) category 2 elective surgery patients waiting for surgery at the end of April 2019. There were no category 3 patients overdue at the end of April 2019.
- Ken Barnett, General Manager of Broken Hill Health Service, has resigned to take up a position in South Western Sydney Local Health District. His last day with FWLHD is 28 May 2019. Ms Pattie Holtze and Ms Melissa Welsh will relieve in the General Manager's position while recruitment is finalized.
- GP Services in Wentworth – a meeting was held on Tuesday 9 April between ourselves, the Western Primary Network (WNSWPHN) and the Rural Doctors Network (RDN). The Alliance has established a joint project team from all organisations to seek solutions using our current available resources jointly.
- Tibooburra HealthOne Project is progressing well. Slight concern regarding the project timing on the Buronga HealthOne Project as it may not be completed on time.
- The FWLHD is working through implementation of our s19 (2) exemption to the Lower Western Sector.

- Broken Hill is one of six locations for the Special Commission of Inquiry onto the Drug 'Ice" hearings. The LHD has nominated a list of witnesses for the hearing based on the request of the Commissioner. Witnesses are able to speak freely, and will need to be well prepared to put forward their local professional perspective. MoH Legal Branch will provide assistance to prepare witnesses about what to expect and they will have Executive support from the LHD.
- Better Cardiac Care for Aboriginal People is in discussion with Maari Ma and Manager Allied Health to discuss potential delivery of the pilot program at Maari Ma. The Memorandum of Understanding is under development.
- Key Risks – the top three clinical risks facing the LHD are
 - Small sites solution re: Medical Director and eMR
 - Medical Specialist staffing – consistency with services provided by locum workforce
 - Evening doctor for BHHS (which has been implemented now)
 Premium staffing costs (VMO's, Locums and Agency staff) continues to place the budget under significant pressure

The Board and Committee members discussed the report at length. John Harris noted work had commenced on the HR Intranet page, grievance and performance management templates and manager's toolkit for dealing with staff issues.

Michelle Dickson noted media Facebook posts were down in April 2019. The Board and Committee members discussed the statistics.

Lilon Bandler questioned the Activity Data and clarified her preference for Did Not Waits data to differentiate between Aboriginal and non-Aboriginal. The Chief Executive advised the gap was closing. The Board and Committee members discussed the percentages of self-discharges with Lilon Bandler noting the need for tracking.

Rounding Questions

A workplace Culture Review completed by an external provider showed an overall positive response. The Chief Executive noted Julie McClure in Balranald was doing a great job.

Resolution: The Chief Executive Report be received and noted.

Moved John Harris, seconded Diana Ferry. Carried

Stephen Rodwell left the meeting at 12.05pm

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 \$1.561M unfavourable to budget (GF)
- The full year projection to budget is \$0.752M unfavourable to budget (GF).

Key Issues

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

- Employee Related costs – YTD favourable variance \$0.059M
- VMO expenses were \$0.96M unfavourable in the reported month with the YTD result an unfavourable variance of \$1.021M.
- Goods and Services - YTD Agency Fees are \$1.295M (YTD FY18: \$0.950M); an increase of \$0.345M on the previous year. Nursing increased by \$0.134M, Medical \$0.249M and Other by \$0.012M 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 \$2.748M 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

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
- Insufficient cash resources to meet operational need in the lead up to the end of financial year.

9.1.3 Financial Reports

Noni Inglis advised the cash position was of high concern. A blanket email had been sent from the Chief Executive notifying of interim arrangements on delegations until 30 September 2019. All recruitment must now be approved by the Chief Executive. This includes all agency contracts, temporary contracts.

The Board and Committee members discussed the financial situation and implications.

Stephen Rodwell returned to the meeting at 12.11pm

Noni Inglis noted contact had been made with the MoH regarding the financial situation and the Far West actually fared better than the rest of the State.

The Board and Committee members discussed the upcoming budget and the allocation of funds.

Mariette Curcuruto left the meeting at 12.19pm and returned at 12.21pm

The Board and Committee Members discussed the costs of VMO's and agency staff. The Chief Executive noted to run the hospital, the Far West Local Health District was required to pay locum rates whereas other Districts were able to pay award rates.

Lilon Bandler noted the rising nursing Agency Headcount was of concern in the report. John Harris noted the HealthX program was discussed in the Workforce Development Committee meeting and advised the Board and Committee members of the benefits and costs utilising the HealthX program.

The Board and Committee members also discussed **16.1 Recognised Structural Costs.**

'In response to the challenges faced by rural districts such as diseconomies of scale and transportation issues, the NSW Health budget allocation contains a provision for Recognised Structural Costs (RSC's) which potentially contribute to a higher fixed cost structure. For the 2018/19 Budget the five high cost outputs identified for rural Districts are:

- o *Visiting Medical Officer (VMO)*
- o *Patient Transport*
- o *Imaging*
- o *Salary and Wages Administration*
- o *Lease*

Stephen O'Halloran questioned the possibility of having the Transitional Grant reinstated. The Board and Committee members discussed with the Chair noting the grant was transitional and had ended.

Mariette Curcuruto experienced intermittent signal dropouts for the remainder of the meeting
Lilon Bandler left the meeting at 12.36pm – 12.37pm

Michelle Dickson questioned the loss of Aboriginal workforce and her concern in the drop in numbers. The Board and Committee discussed the figures in the Strategic Priorities table. Michelle Dickson also requested the term ATSI not be used as it was inappropriate.

Action: Noni Inglis to check the figures of the Headcount % in the Strategic Priorities table is correct.

Stephen O'Halloran left the meeting at 12.49pm

Resolution: The Finance Reports be received and noted.
Moved Lilon Bandler, seconded Diana Ferry. Carried

9.1.4 MoH Narrative – March 2019

Noted

Lunch Recess 12.50pm to 1.14pm

9.2 Clinical Governance Report

9.2.1 Health Care Quality Committee Chair's Report

Lilon Bandler advised the Health Care Quality Committee met on Monday 20 May 2019. Linda Sutherland attended and presented on falls. Linda will be invited to present again in September 2019 with the results of the Zero Tolerance for Falls 2019. A proposed change of meeting time and day had also been decided and would be sent out to the Committee members.

Lilon Bandler also advised the Infection Control position had been resigned, there was ongoing discussion regarding the concern around medication incidents and the use of eMeds.

Future meetings would consider three to four monthly presentations around Health Care Quality on a rostered basis.

9.2.2 Clinical Governance Report

Noted

Resolution: **The Clinical Governance Report is received and noted.**
Moved Stephen O'Halloran, seconded Noni Inglis. Carried

9.3 Workforce Report

9.3.1 Workforce Development Committee Chair's Report

Mariette Curcuruto advised the Workforce Development Committee meeting was held that morning prior to the FWLHD Board meeting. The Terms of Reference was discussed at length and would be updated as per the Strategic Plan requirements and specifically workforce development plans and guidelines.

The Workforce Development Committee meetings were also being moved due to concern over the report being included in the Board meeting papers before they meeting actually occurred.

Diana Ferry noted the FWLHD Board was due to review all Sub-Committee Terms of Reference.

Lilon Bandler was no longer visible (by VC) but was still in the room 1.23pm

9.3.2 Workforce Report

Key points from the Workforce Development Report;

- Current FTE for the District in FN21 is 705. Headcount for the reporting month (April) is 784;
- There are five women in the seven permanently filled senior leadership roles;
- April had four separations and six new starters;
- Mandatory training compliance is at 61%; and
- 43.8% of staff have current Performance Development Plans (March)

Key Issues

- Annual Leave; 250 of 35% of staff have annual leave in excess of 30 days; and
- Accrued Days Off: 93 staff have in excess of 3 days

Outcomes of Significance

- Recruitment for General Manager Broken Hill Health Service, General Manager Lower Western Sector and Director Mental Health Drug and Alcohol underway
- Seven applications were received Next Generation of Leaders and Managers within NSW Health (NextGen) program. The two candidates were successful in the internal evaluation process have been nominated for the HETI development centre.
- The People Matter Employee Survey has been announced for 2019. Thursday 30 May to Friday 28 June 2019; Planning is underway to recruit survey champions to increase participation rate from last year's 70%
- Planning and consultation underway for Careers Expo to be held in July 2019. This is one of the key annual forums that helps showcase the opportunities available in the district.
- Work commenced on HR intranet page, grievance and performance management templates and managers toolkit for dealing with staff issues.

Identification of Risks

- Recurring cost of recruitment and training due to locum workforce
- An outdated BIC agreement, resulting in issues being raised by the union about remuneration and conditions of employment. There are unknown financial implication of union claims.

Lilon Bandler was visible again at 1.26pm

Resolution: **The Workforce Report be received and noted.**
Moved Michelle Dickson, 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 Wincen Cuy, seconded Lilon Bandler. Carried

Mariette Curcuruto noted the Risk Status report was lagging behind. The Chief Executive advised it had been reviewed but not yet removed from the risk register.

9.5 Health Performance Report March 2019

Noted.

The Board and Committee members discussed the issue with Aboriginal women smoking whilst pregnant and the possible collaboration between organisations in finding solutions.

Andrew Olesnicky returned to the meeting at 1.31pm

Resolution: **The Health Performance Report March 2019 is received and noted.**
Moved Stephen O'Halloran, seconded Diana Ferry. Carried

Item 10. Committee Reports

10.1 Audit and Risk Committee Chair's Report

The Chief Executive noted the Committee endorsed the March 2019 financial statements and commended the Director Finance and Corporate Services and team on the presentation of the material. The Chief Executive also noted the importance of not having any significant risks identified.

Mariette Curcuruto left the meeting at 1.45pm

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

10.2 Aboriginal Health Committee Chair's Report

Key points from the Aboriginal Health Report;

- The meeting was an ordinary meeting. The purpose of ordinary meetings of the Aboriginal Health Sub Committee is to oversee and guide engagement with Aboriginal Communities and Organisations and oversee the development of Aboriginal Health initiatives to support improvements in the care and services for Aboriginal people.

Key Issues

- The Aboriginal Health forum held in February was a great success with key note speaker Stan Grant. Information for the day will be used to initiate themes for the drafting of the Aboriginal Health Framework;
- A community consultation plan is being prepared by the Director Aboriginal health and Planning and the Manager Community Engagement to ensure the best engagement across communities can be achieved. The Committee members will review the plan and provide advice when it is completed being drafted.

Outcomes of Significance

- The LHD is having success within workforce initiatives across directorates with enhancement with the mental health and drug and alcohol; the school based apprenticeship and traineeship program; and the palliative care team.
- The LHD has increased the Aboriginal workforce to 9% and is meeting the Premiers target.

Identification of Risks

- The Committee discussed the Respecting the Difference training being developed for the Lower Western Sector. The Committee discussed the importance for all staff to attend to ensure the start point of cultural safety⁶ as it is mandatory. The Chair noted that it was important for the Board and Executive to have this training.
- The Committee reviewed the Aboriginal health Dashboard. The Did Not Wait (DNW) in the Emergency Department has some concerns for the LHD although compared to other LHD's the Far West is quite good.
- The Committee discussed the Consultation Plan for the Aboriginal Health Framework and it is noted the need to give respect to the sensitivity in the consultation process in

each community and that time and care is needed to ensure most authentic consultation is undertaken.

Recommendation/s resulting from the meeting

- That the Board and Executive attend a one day workshop for *Respecting the Difference*.

Resolution: **The Aboriginal Health Committee Chair Report be received and noted.**
Moved Stephen O'Halloran, seconded John Harris. Carried

Item 11. Business on Notice

Nil

Mariette Curcuruto returned to the meeting at 1.56pm

Item 12. Items for Discussion

12.1 Governing Board Photos

The Chief Executive advised he would like to put photos of the FWLHD Board members in all Districts, to enable them to be more visible.

The Board and Committee members discussed and agreed.

Item 13. Calendar of Events

13.1 Annual Calendar for Endorsement

Noted

Item 14. Correspondence

14.1 Incoming – Preferred Training Networks received 13 May 2019

Noted

14.1 Incoming – Preferred Training Networks received 13 May 2019

Noted

Item 15. Other Business

John Harris advised Barry Fowler has been in touch if the Board would like to facilitate a round table discussion. Previous round table discussions had occurred approximately six monthly.

Ordinary Meeting Closed

1.58 pm CST

Item 16. Closed Meeting

Item 17. Annual Public Meeting

Item 18. Next Meeting

Monday 24 June 2019

Certified as a correct record.

Andrew Refshauge

Name

Signature

Date