
Minutes

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

Date: 30 August 2019

Time: 10.00am CST (10.30 am EDST)

Venue: Auditorium, First Floor, Community Health Centre, Broken Hill

Present:

Dr Andrew Refshauge	Chairman
Mr Wincen Cuy	Board Member
Mr John Harris	Board Member
Mr Paul Kemp	Board Member
Mr Stephen O'Halloran	Board Member
Ms Sally Pearce	Board Member
Mr Stephen Rodwell	Chief Executive

By Videoconference:

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

Invitees:

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

In Attendance:

Mrs Jenelle Bussell	A/Board, Committees and Policy Clerk (Minutes)
---------------------	--

Meeting Commenced: 10. 25am CST

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.

The Chair shared his experiences regarding a trip to Kakadu, Northern Territory in relation to Aboriginal culture and ancient wisdoms.

Item 2. Apologies

Ms Michelle Dickson	Board Member
---------------------	--------------

Item 3. Disclosure of Interest

Mariette Curcuruto advised she was taking a Board position with Australian Law Alliance (ALA) which runs Disability Advocacy NSW who have an office in Broken Hill which could be a potential conflict of interest.

4. Order of Business/Urgent Business

Nil

Item 5. Minutes of Ordinary Board Meeting 22 July 2019

Resolution: The Minutes of the Ordinary Board meeting held on 22 July 2019 be received as a true and correct record.
Moved John Harris, seconded Stephen O'Halloran. Carried.

Action: Aboriginal Elders be contacted to better understand the wording preferred for each Acknowledgement of Country when crossing borders and the correct pronunciation of tribes. Diana Ferry to liaise with Paul Kemp on getting a comprehensive map and people to contact.

Item 6. Action List

6.1 19-05 – Gifting of Land to Maari Ma

To be discussed at Item 8.2 Chief Executive Report.

Complete

Andrew Olesnicky joined the meeting at 10.35am

6.2 19-06 – Respecting the Difference Face to Face training for the Board

Michelle Dickson was not present at the meeting.

6.3 19-11 – Ivanhoe Health Council Meeting

Diana Ferry advised she had received legal advice in relation to asbestos liability. No ongoing liability for the accommodation building after it has been sold and asbestos removed. After removal it becomes the responsible of the new owner.

Diana Ferry noted there would be ongoing liability for any employees, contractors or other personnel who worked or lived on the site prior to sale and removal of the asbestos. There is no time limitations on the liability. Records must be maintained into the future.

Once the hospital was demolished a Hygienist report is conducted which we would rely upon and if the site was found to be contaminated, liability would lie with the Hygienist and any ongoing liability in relation to the site would discontinue.

Complete

6.4 19-12 – Ivanhoe Health Council Meeting

Ray Longfellow has been provided the address for the College of Dermatologists.

Complete

6.5 19-13 – Ancient Wisdoms

All Board members have been invited to attend the Aboriginal Health Committee meeting on Friday 30 August 2019 to discuss how to incorporate ancient wisdoms into the Board Agenda.

Complete

6.6 19-14 – Presentation - Tibooburra

The General Manager District Health Services has been invited to present at the October 2019 Board meeting in place of Executive Director Nursing and Midwifery due to an organisational restructure.

Complete

6.7 19-15 – KPI Report

The Chief Executive advised there was a further analysis and review completed which resulted in the finding that the guidelines had been met.

Complete

6.8 19-16 – KPI Report

Health intelligence Unit have adjusted the colour to red on the monthly performance scorecard.

Complete

6.9 19-17 – KPI Report

Diana Ferry advised the reports had been reviewed and duplication had been brought to a minimum.

Complete

6.10 19-18 – Chief Executive Report

The split between Did Not Waits Aboriginal and non-Aboriginal people data in the Activity table has been included.

Complete

6.11 19-19 – Finance and Performance Committee Terms of Reference

Additions to the Terms of Reference were made and endorsed out of session.

Complete

Item 7. Reflections of our Care

Item 7.1 Presentation Eureka Van Der Merwe, Clinical Documentation Specialist

Eureka Van Der Merwe introduced herself to the Board and Committee members. Key points of the presentation are;

Clinical Documentation Specialist improves patient handover and patient safety, hospital reimbursement and funding, and surveillance and burden of disease reporting.

- Primary Purpose and Key Accountabilities
 - documentation is complete, specific and accurate to reflect complexity of the episode of care;
 - compliance with NSQHS is relevant to communication; and
 - education and training – clinicians and other health care professionals.

The Board and Committee members discussed the relationship between clinical documentation and coding and how improvements to documentation could assist Coders including the value of clear and concise documentation as a whole. The Chief Executive explained the background and benefits of appointing a Clinical Documents Specialist.

- Challenges – Hybrid clinical documentation environment, staff turnover. JMO rotations and improved clinical documentation through change in culture and work practices.
- Current Major Projects – WRITE it RIGHT mobile reference tool, Medical Discharge Summary in collaboration with Medical Ward NUM and Medication Reconciliation in collaboration with Pharmacy.
- Future Directions – Health Intelligence Unit, Western NSW LHD collaboration visit and 3M Documentation Training package for clinicians.

Item 7.1 Patient Story

Noted

Item 7.2 Staff Story

Noted

Item 8. Chief Executive Report

8.1 KPI Report

Noted

Lilon Bandler asked if a strategy was in place to reduce the excess annual leave headcount. The Chief Executive advised as an example within the Chief Executive Unit, four employees were in excess of leave and would be using it shortly. There were several influences which forced leave such as school holidays, shut down periods and FTE changes which reduced figures at certain times of the year.

Stephen O'Halloran left the meeting at 11.36am and returned 11.38am

The Board and Committee members discussed the report in particular the BHHS occupancy rate, SAC 3 incidents and timeframes surrounding electronic discharge summaries. Andrew Olesnicky questioned the Emergency Department results as all patients discharge summaries are completed on discharge.

Action: Diana Ferry to check where the Health Intelligent Unit are drawing the electronic discharge figures from and whether they can stratify it on time. Also to add the % split of Aboriginal Did Not Waits to Aboriginal attendances and non-Aboriginal Did Not Wait to non-Aboriginal attendances.

8.2 Chief Executive Report

Key points from the Chief Executive Report:

- The YTD FY2019 actual FTE is 716, this is 18.46 FTE less than the Staff Establishment
- Melissa Welsh has been recruited to the position of General Manager Broken Hill Health Service
- Ms Fiona Lawrance has been recruited to the Director People and Culture position and commenced on 26 August 2019. Fiona has extensive experience as a Human Resources Manager and comes to the Far West Local Health District from the position of Deputy Director, people and Culture at Nepean Blue Mountains Local Health District.

- The negotiations for a new Broken Hill Employees Award will commence on 27 August 2019 in front of the industrial Relations Commission in Broken Hill. NSW Health filed an application for a new Award in June 2019.

The Chief Executive advised talks had commenced last week and a report was due back in six weeks' time. Another meeting was scheduled for 7 November 2019.

- Three RCA's are currently in progress.
- There are four (4) new SAC 2 Clinical Reviews.
- The District has engaged an external party to undertake a review, in consultation with the MoH Patient Safety First Unit in relation to inaccuracies being identified with Sonography examination inaccuracies.
- Emergency Department Treatment Performance for June 2019 was slightly under target at 87.8% (target 90.2%).
- The Buronga HealthOne - Work is being completed by the Project Managers Currie and Brown and Health Infrastructure with the Barkandji Elders and Wentworth Shire in regard to the land acquisition and site works required. The land will be leased rather than acquired.

Diana Ferry advised a Brief had been drafted in relation to the process of gifting of land to Maari Ma Health which she was currently reviewing. The Brief would then be sent to the MoH for sign off. Following sign off the required process would continue. Timeframes to complete were not clear at this stage.

Stephen O'Halloran noted his concern over the loss of contracts in relation to the Mildura Hospital and that there may be a need to cross borders.

The Chief Executive noted the Audit and Risk Committee had recognised the Finance and Performance team in relation to the Audit Reports and congratulated them.

Resolution: **The Chief Executive Report be received and noted.**
Moved John Harris, seconded Stephen O'Halloran. Carried

Lunch Recess 12.20pm - 12.54pm

Item 9. Aboriginal Health

9.1 Aboriginal Health Committee Chair Report

Michelle Dickson was not present at the meeting.

9.2 Donna Cruickshank - Reconciliation Action Plans and Ancient Wisdoms

Donna Cruickshank advised a review had been undertaken to scope requirements for developing a Reconciliation Action Plan (RAP) The review provided reference of sample RAPS from other organisations. There were four types of RAP;

- Reflect – Scoping reconciliation
- Innovate – Implementing reconciliation
- Stretch – Embedding reconciliation
- Elevate – Leadership in reconciliation

Donna Cruickshank advised the word Reconciliation and RAP was trademarked but use of their templates and actions to include in the strategy were available. The Local Health District was already registered in an interest capacity and could fully register for free.

Donna Cruickshank advised the Local Health District was at the "Innovate RAP" stage and recommended three ensuing steps;

1. The Far West LHD develop an Innovate RAP ;
2. The Paliira Mala Steering Committee take up the role as the working group for the RAP; and
3. The Vision Statement for the RAP be developed by the Board at the September 2019 meeting.

The Board and Committee members discussed the Vision Statement and involving key influencers on what they would like seen in the Statement.

Action: Obtain RAP samples from Donna Cruickshank and distribute to Board and Committee members.

Action: Develop a draft Vision Statement for discussion and finalisation by the Board.

Endorsed

Ancient Wisdoms

Donna Cruickshank explained her personal meaning behind the development of the Acknowledgement of Country and her idea of what ancient wisdoms meant. The Board and Committee members discussed the possible meanings of ancient wisdoms at length. Donna Cruickshank noted that most importantly she would like Aboriginal people when they visit a Health Care Service is to Smell, See, Hear, Touch and Feel the changes we are making.

Item 10. District Performance

10.1 Finance and Performance Report

10.1.1 Finance and Performance Committee Chair's Report

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

- Expenses - The YTD result is \$0.550M unfavourable to budget (GF)
- Revenue – The YTD result is \$0.170M favourable to budget (GF)

Key Issues

- **Budget**

The Budget for FY20 has been finalised and loaded into BTS. Budget details by location was posted to the FWLHD intranet site by 31 July 2019 as per MoH.

- **Single Room Private Patients**

Advice has been received from the MoH that HCF and Medibank will be decreasing their single room rates:

- 1 September 2019 – HCF will drop its single room payments by \$320 per night, from \$752 to \$432
- 1 November 2019 – Medibank will drop its rate by \$330 per night, from \$773 to \$443

Wincen Cuy thanked Stephen O'Halloran as acting Chair for the previous Finance and Performance Committee meeting.

10.1.2 Finance Report

1. Overview

Noni Inglis provided information on key aspects of the July 2019 financial reporting period.

General Fund	<u>FY19 YTD</u>	<u>Variance to Budget</u>
Result for the Year	\$0.130M Surplus	\$0.380M U
Total Expenses	\$10.246M	\$0.550M U
Employee Related	\$6.348M	\$0.403M U
VMO Payments	\$0.691M	\$0.113M U
Goods & Services	\$2.331M	\$0.058M U
Grants	\$0.196M	\$0.000M
Repairs and Maintenance	\$0.131M	\$0.025M F
Depreciation and Amortisation	\$0.548M	\$0.000M
Total Revenue	\$10.246M	\$0.183M F
Full Year Projection	\$2.905M Deficit	\$0.000M
FTE	<u>FY19 FN02</u>	<u>Variance to Budget</u>
	716.12	18.46 F

2. Financial Risks

The financial risks identified throughout the year that lead to the expenditure overrun were identified as being:

- 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.

3. Mitigation Strategies to Resolve Financial Performance Issues

- Monitor, review and reconciliation of FTE.
- Monthly performance meetings between Finance and Cost Centre Managers.
- Adding internal controls into the recruitment process such as Finance approval before recruiting – Procedure to be implemented.
- Graduate Nurses recruitment strategy

- Implement Medical Workforce plan – to stabilise ED medical officers.

4. Efficiency Strategies

June 2019 Full Year Result			
	FWLHD YTD Actual	FWLHD YTD Target	FWLHD YTD Variance
Productivity	\$3.384M	\$1.700M	\$1.384M F
Expenses	\$0.912M	\$1.000M	\$0.088M U
Revenue	\$0.416M	\$0.500M	\$0.084M U
Total	\$4.712M	\$3.200M	\$1.212M F

FWLHD exceeded the efficiency strategy targets set by MoH for FY19 by \$1.212M.

July 2019					
	FWLHD YTD Actual	FWLHD YTD Target	FWLHD YTD Variance	FWLHD Full Year Target	Ministry Full Year Target
Expense				\$3.3M	\$3.3M

Noni Inglis explained the efficiency strategies and the reasons behind the FWLHD Full, Year Target Expense and noted the activity on bed days had stayed consistent throughout the year.

Stephen Rodwell left the meeting at 1.40pm and returned 1.45pm

10.1.3 Financial Reports

Noted

Resolution: **The Finance Reports be received and noted.**
 Moved Stephen O'Halloran, seconded John Harris, Carried

10.1.4 MoH Narrative – July 2019

Noted

10.1.5 FY20 Initial Budget

Noni Inglis advised the FY20 Initial Budget, Control questionnaire and Annual Financial Statements had been viewed and accepted by the Audit and Risk Committee. A Final Management Letter was presented with two issues around HealthRoster which will be addressed in the immediate future.

Noni Inglis also advised she had since received a modified opinion from the Auditor Office and the Far West local Health District was the first to lodge with the MoH.

The FY20 Initial Budget was a breakdown of the Schedule C Budget previously submitted to the Board. Noni Inglis provided allocations broken down by Directorate and noted management of employee related costs posed the biggest risk to the Local Health District to come in on target in FY20.

The Board and Committee members discussed the allocations and risks.

Endorsed

10.1.6 Single Room Private Patients

Advice has been received from the MoH that HCF and Medibank will be decreasing their single room rates:

- 1 September 2019 – HCF will drop its single room payments by \$320 per night, from \$752 to \$432
- 1 November 2019 – Medibank will drop its rate by \$330 per night, from \$773 to \$443

The Board and Committee members discussed the effects the single room rate drop would have on the Far West Local Health District.

10.2 Clinical Governance Report

10.2.1 Health Care Quality Committee Chair's Report

Lilon Bandler noted the importance of data around falls and pressure injury, as they are summary data, reflecting overall care. She noted the Committee received data in a more timely manner.

Lilon Bandler recognised the work of Tim O'Neill who is currently Acting Executive Director Nursing and Midwifery/Director Clinical Governance.

10.2.2 Clinical Governance Report

Noted.

The Chief Executive noted the need to concentrate on the Clinical Reviews to have them completed.

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

10.3 Workforce Development Report

10.3.1 Workforce Development Committee Chair Report

Mariette Curcuruto advised the report was an overview for the month of July 2019 as there was no Committee meeting.

- Current FTE for the District in FN02 is 716. Headcount for the reporting month (July) is 794;
- There are eight women in the ten permanently filled senior leadership roles;
- Recruitment is underway for Director People and Culture position;
- July had six separations, and two new starters;
- Mandatory Training compliance is at 61.83%; and
- 46.7% of staff have current Performance Development Plans (July).

Mariette Curcuruto noted other areas of her report had been covered in Item 8.2 Chief Executive Report.

Wincen Cuy left the meeting at 2.00pm and returned at 2.03pm

10.3.2 Headcount and FTE July 2019

Noted

10.3.3 Strategy to reduce premium employee related costs

Mariette Curcuruto requested this item be brought back to the September 2019 meeting for discussion due to time constraints.

Resolution: **The Workforce Development Report is received and noted.**
Moved Stephen O'Halloran, seconded Wincen Cuy. Carried

10.4 Risk Status Report

The Chief Executive noted a change moving forward in centralising Risk Management through CAMHS software. The Audit and Risk Committee were very interested in risk management and wanted an alignment with Western NSW LHD.

10.4.1 Risk Management Unit - Work Health and Safety Report

Noted

Resolution: **The Risk Dashboard Reports be received and noted.**
Moved Paul Kemp, seconded John Harris. Carried

10.5 Health Performance Report June 2019

Noted.

Resolution: **The Health Performance Report May 2019 is received and noted.**
Moved Stephen O'Halloran, seconded Paul Kemp. Carried

Item 11. Committee Reports

11.1 Audit and Risk Committee Chair Report

Noted

Item 12. Business on Notice

12.1 Health Care Quality Committee Terms of Reference

Endorsed

12.2 Workforce Development Committee Terms of Reference

Endorsed

12.3 Executive Policy and Practice Committee Terms of Reference

Endorsed

12.4 Support Services Workforce Plan

Endorsed

12.5 Nursing and Midwifery Workforce Plan 2019-2022

Endorsed

12.6 Corporate Governance Attestation Statement

Endorsed

Item 13. Items for Discussion

13.1 Member Committee Attendance Report

Tabled with update to include today's attendances and apologies added.

Item 14. Calendar of Events

Noted

Updates required to December meetings on confirmation of changes.

Item 15. Correspondence

15.1 Cover Letter – Executed Service Agreement 2019-2020

Noted

Item 16. Other Business

The Board and Committee members discussed Committee membership. Lilon Bandler noted time constraints around her clinical commitments was making it difficult to attend at the given time and would discuss a possible change in meeting time with the Chair. New Board member Sally Pearce would also join the Committee.

Action: Sally Pearce to join the Audit and Risk Committee and Finance and Performance Committee

Diana Ferry noted the Annual Public Meeting was being moved to Friday 13 December 2019 along with the December Board meeting. Lilon Bandler noted the Health Care Quality Committee meeting was due to be held on the Friday 13 December 2019 also and would be pleased if it was held the same day.

Item 17. Closed meeting – 2.30pm

Item 18. Annual Public Meeting

Item 19. Next Meeting

Monday 30 September 2019

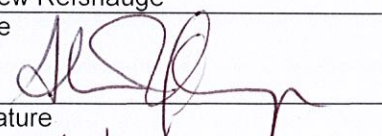
Certified as a correct record.

Andrew Refshauge

Name

Signature

Date


30/9/19

