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## Minutes

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

Date: 30 September 2019

Time: 10.00am CST (10.30 am EDST)

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

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### Present:

Dr Andrew Refshauge	Chairman
Mr Wincen Cuy	Board Member
Ms Michelle Dickson	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
Mr John Harris	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)
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**Meeting Commenced:** 10.05 am CST

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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 Ngilyampaa. 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

Nil

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

The Chair changed the Order of Business to the following:

Item 5 Reflections of Care



Item 5.1 Presentation – People Matter Employee Survey Results 2019

Item 5.2 Patient Story

Item 5.3 Staff Story

Item 6 Minutes of Ordinary Meeting 30 August 2019

Item 7 Action List 30 August 2019

Item 8 Clinical Governance Report

Item 8.1 Clinical Governance Report

Item 8.2 Health Care Quality Committee Chair Report

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## **Item 5. Reflections of our Care**

### **Item 5.1 Presentation Louise Heffernan, Workplace Culture Coach**

Louise Heffernan, Workplace Culture Coach introduced herself to the Board and Committee members and gave an overview of her position as Workplace Culture Coach noting the survey provided an important opportunity for employees to have a say about the workplace and to help make the workplace a better place to work. It aims to measure employee perceptions about workplace culture and our own experiences within our LHD. Key points of the presentation are:

- Response Rate 69%.
- Employee Engagement 66%.
- Diversity and Inclusion 70%.
- 85% of staff in Wilcannia feel satisfied with their job, 71% Wentworth, 67% Menindee, 79% Dareton, 50% Balranald, 83% LHD Services, 73% BHHS and 73% FWLHD.
- “My organisation focuses on improving the work we do” ranked number one in the key drivers of engagement at 66%.
- Workplace culture showed an improvement with staff happy to recommend the organisation as a great place to work.
- “I am comfortable notifying my manager if I become aware of any risks at work” was listed as a high scoring question with 88%.
- 44% of employees replied favourably to “I believe action will be taken on the results from this survey by my organisation”

The Board and Committee members discussed the results. Louise Heffernan explained the process of the surveys and comparisons to previous years.

Stephen Rodwell noted that in regards to improvement, the Far West Local Health District was doing well across the region in relation to participation, however some of the data showed areas of concern. The Board and Committee members discussed strategies to improve the cultural index scores. Sally Pearce noted Sydney Local Health District cultural index scores had improved significantly and suggested Far West find out what they were doing to achieve the results.

**Action: Louise Heffernan to contact her counterparts in Sydney LHD and North Sydney LHD to discuss what changes were implemented to improve the cultural index scores on the People Matter Employee Survey results and bring an update back to the Board in six months’ time.**

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Mariette Curcuruto joined the meeting at 10.51am

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Michelle Dickson noted the 30% of employees who neither agree nor disagree would be an important starting point in shifting people’s thoughts towards change.



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Mariette Curcuruto left the meeting at 10.54am

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Louise Heffernan noted the key areas for focus were communication, recruitment, teamwork, respect and workplace culture.

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Mariette Curcuruto returned to the meeting at 10.59am

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The Board and Committee members discussed the initiatives across the Local Health District undertaken from 2018 survey results. Paul Kemp questioned the participation numbers of Aboriginal participants in the survey and noted the benefit of their feedback.

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Mariette Curcuruto left the meeting at 11.04am

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**Action: Jenelle Bussell to populate the Diligent Resource Library with previous year's People Matter Employee survey results.**

#### **Item 5.2 Patient Story**

Noted

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Mariette Curcuruto returned to the meeting at 11.10am

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#### **Item 5.3 Staff Story**

Noted

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**Recess 11.25am to 11.30am**

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#### **Item 6. Minutes of Ordinary Board Meeting 30 August 2019**

**Resolution: The Minutes of the Ordinary Board meeting held on 30 August 2019 be received as a true and correct record.**  
Moved Stephen O'Halloran, seconded Wincen Cuy. Carried.

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#### **Item 7. Action List**

##### **7.1 19-06 – Respecting the Difference Training Face to Face**

Michelle Dickson advised Sunday 24 November 2019 was confirmed as the date for the training to be completed.

Complete

##### **7.2 19-20 – Acknowledgement of Country**

Paul Kemp advised he had obtained the latest book of the Ngayampaa people regarding boundaries however a current map through Native Title was required.



### 7.3 19-22 – Health Intelligence Unit Report

Diana Ferry advised she had written to Joe Fuller, Health Intelligence Unit and requested the percentage split of Aboriginal Did Not Waits to non-Aboriginal Did Not Waits and Aboriginal attendances and non-Aboriginal attendances be added to the report provided by them. Diana Ferry was advised the change may take up to two months.

Complete

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Steven Rodwell left the meeting at 11.35am

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### 7.4 19-23 – Aboriginal Health – Reconciliation Action Plan (RAP)

The sample RAP's were distributed to the Board and Committee members out of session. The Vision Statement to be discussed at Item 10.2.

Further time to be allocated on the October 2019 Board agenda for discussion.

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Stephen Rodwell returned to the meeting at 11.38am

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### 7.5 19-24 – Other Business

Sally Pearce was invited to the Audit and Risk and Finance and Performance Committee's and accepted.

Complete

Lion Bandler suggested Action Item 19-01 Meetings with Maari Ma remain on the action list to continue to build relations in the future.

**Action: Jenelle Bussell to contact Maari Ma Health for the potential to make the afternoon tea an annual event.**

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### Item 8 Clinical Governance Report

Stephen Rodwell noted the Clinical Governance Report had moved up on the Agenda to sit under Item 7 Reflections of Care. The change was due to a recommendation that came out of a review from the Clinical Excellence Commission on Clinical Governance Processes.

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Mariette Curcuruto returned to the meeting at 11.40am

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### Item 8.1 Clinical Governance Report

The Board and Committee members discussed the Clinical Governance Report. Key points of the report are:

- The Clinical Redesign and Innovation manager position is currently vacant and will be advertised in the near future;
- Organisational Wide Survey planned for the 13 to 17 July 2020; Preparation was going well.
- NQSHS National Standard Committee meetings have commenced and gap analysis is due in October 2019;



- There are three RCA's currently in progress and seven Clinical Reviews underway.

The Board and Committee members discussed the graphs included in the report. Lilon Bandler noted the graphs did not provide a good overview of the data provided.

The Chief Executive advised a survey on pressure injuries was commencing in October 2019. Every patient in hospital on that day would be examined on whether they have a pressure injury or not. This process is labour intensive but will indicate if procedures and processes are being followed correctly.

The Board and Committee members discussed the RCA's, Clinical Reviews and Recommendations.

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

## **Item 8.2 Health Care Quality Committee Chair Report**

Lilon Bandler advised the Committee met on 27 September 2019. Linda Sutherland presented Zero Tolerance for Falls 2019 results which was well informed and demonstrated her commitment to care. A program had been implemented in the hospital which was working well using orange pillow cases to identify patients who are more likely to fall. Orange wrist bands were also being implemented in the future.

Lilon Bandler asked the Committee members to reflect on the purpose of the Committee and welcomed comments. Brad Astill, acting Chief Executive, provided comment that the purpose of the Committee was to provide the Board members with a sense of confidence. Lilon Bandler encouraged the Committee members to think broadly about the data and the purpose for gathering data was to see improvements and areas that still require improvement.

Wincen Cuy noted the Board members should feel confidence with Lilon Bandler as Chair of the Health Care Quality Committee in the expertise she brings to the table.

Lilon Bandler noted she would like RCA's and recommendations to be numbered and tabulated to allow tracking and for the Committee members to be clear on the recommendations made and the outcomes. Lilon Bandler also noted she was pleased Kimberley Flood had attended the meeting as she provided valuable feedback.

## **Item 9. Chief Executive Report**

### **9.1 KPI Report**

The Board and Committee members discussed the report noting the Emergency Department Treatment Performance results and the Unplanned Hospital Readmission data.

Andrew Olesnicky advised some of the results were affected by patients attending the Emergency Department rather than attending their local Doctor which resulted in higher discharge figures within four hours.

### **9.2 Chief Executive Report**

Key points from the Chief Executive Report:

- The current Full Time Establishment (FTE) for the District at FN04 is 703. This is 33 below the budgeted staff establishment of 736.68 FTE.
- Dr Sarah Wenham, Palliative Care Staff Specialist, was presented the Excellence in Palliative Care – Rural and Remote Award at the 2019 National Palliative Care Awards. The awards were presented by Palliative Care Australia at the Oceanic Palliative Care conference held in Perth on 12 September, 2019



- The Ministry of Health has lodged an application with the NSW Industrial Relations Commission for a new award to replace the current Agreement with the Barrier Industrial Council (BIC). The 2.5% pay increment for some employees covered by the BIC agreement is tied to finalisation of this award and will apply retrospectively from 1 July 2019. Other employees State wide have already received the 2.5% pay increment. Conciliation has commenced with next hearing 7-8 November 2019 in Broken Hill.
- Frances Health have been selected to undertake a Rural Health Project, mapping rural and remote education pathways. Visits with key stakeholders commence 21 October 2019.
- The District initially experienced difficulties obtaining an external reviewer in relation to Sonography examination inaccuracies. A Chief Radiologist from Sydney LHD has agreed to perform the review which is expected to be completed by 30 September 2019.
- Two workplace incident claims closed during August 2019 with sixteen claims remaining open over the current fund years as at 31 August 2019, including one new claim received in August 2019, with a date of injury of March 2049. Claim frequency remains low which is a demonstration of the continuing strong safety culture across the LHD.
- Emergency Department Treatment Performance for August 2019 was slightly under target at 88.9% (target 90.2%). Transfer of Care from the Ambulance Service to the Emergency Department for August 2019 was 95.5% well above the target of 90.0%.
- The FWLHD has received recurrent funds from the Ministry of Health to set up a New Street Service (hub and spoke model) in partnership with Western NSWLHD and the Sydney Children's Hospital. The FWLHD's New Street Service will be incorporated within the Violence Abuse and Neglect portfolio and negotiations have commenced with regards to developing a service level agreement with both Western NSWLHD and the Sydney Children's Hospital.
- The Broken Hill Health Service currently has eighteen (18) vacancies for Registered Nurses and Midwives. The District facilities have five (5) vacancies. The District currently has nineteen (19) agency nursing staff and we continue to advertise for permanent staff. The District has engaged HealthX to recruit overseas nurses to permanent positions. There are currently three (3) overseas Registered Nurses awaiting visas ahead of commencing in permanent positions. Five (5) HealthX staff have now commenced work at Broken Hill and Balranald.
- Recruitment to the 2020 New Graduate RN/RM Program is in progress. FWLHD received 46 applications for the 2020 program. The District received applications from Queensland, Victoria, New South Wales, Northern Territory, Western Australia and South Australia. Nine local undergraduate students from Broken Hill and Buronga have applied for new graduate Registered Nurse and Registered Midwife positions. The District will have 30 positions for 2020 across Broken Hill, Wentworth, Ivanhoe, Balranald, Tibooburra, Wilcannia and Dareton.

The Chief Executive noted there had been no movement regarding the gifting of land to Maari Ma. Stephen O'Halloran questioned if Maari Ma Health were aware of the costs that may be incurred. Stephen Rodwell advised the Chief Executive of Maari Ma was aware.

The Board and Committee members discussed current media reports at length.

The Chief Executive noted the Tibooburra redevelopment was going well and commended Vivienne Fazulla and staff for their work during this time.

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



## **Item 10. Aboriginal Health**

### **10.1 Aboriginal Health Committee Chair Report**

Michelle Dickson advised the Committee met on 30 August 2019. The community consultation plan was presented in final draft. Review of dates for actions for community engagement will be included following a meeting with local Aboriginal Health staff across the District. The consultation plan will be forwarded to members for endorsement when this has occurred.

The Committee discussed the Terms of Reference review and the suggestion to have a community representative on the Committee. This was endorsed by the Committee and an Expression of Interest process will be developed to have this representation.

The Committee members also discussed a unique agreement for the lease of land for the HealthOne development in Buronga. Work is underway by Health Infrastructure with the Barkandji group and Native Title Services to have the development under a lease agreement – this allows for continuing connection to the land for the Barkandji and is the first such agreement in NSW Health.

Michelle Dickson advised an opportunity had presented for Maari Ma Health Board and the FWLHD Board to come together developing Aboriginal Health. Maari ma Health had reached out and Donna Cruickshank would be following up on that opportunity and would report back at the next Aboriginal Health Committee meeting.

### **10.2 Vision Statement – Reconciliation Action Plan (RAP)**

The Board and Committee members discussed the timeframe required to develop a vision statement.

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### **Lunch Recess 1.00pm - 1.30 pm**

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Michelle Dickson advised the development of a vision statement needed time. The Board and Committee members discussed the way to move forward in developing the vision statement. Mariette Curcuruto advised she had drafted a sample vision statement and would forward to Michelle Dickson for circulation.

- Action:** Michelle Dickson to provide a range of vision statement samples and circulate for feedback out of session with time included on the October 2019 Board Agenda for further discussion.
- Action:** Paliira Mala Steering Committee to take the role as a working group on the Reconciliation Action Plan with the Board to review the membership of the working group to ensure all relevant members are included.
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## **Item 11. District Performance**

### **11.1 Finance and Performance Report**

#### **11.1.1 Finance and Performance Committee Chair's Report**

Noted

#### **11.1.2 Finance Report**

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



<b>General Fund</b>	<b><u>FY19 YTD</u></b>	<b><u>Variance to Budget</u></b>
<b>Result for the Year</b>	<b>\$0.0346M Deficit</b>	<b>\$0.702M U</b>
<b>Total Expenses</b>	<b>\$20.727M</b>	<b>\$0.831M U</b>
Employee Related	\$12.623M	\$0.602M U
VMO Payments	\$1.395M	\$0.238M U
Goods & Services	\$4.943M	\$0.009M U
Grants	\$0.398M	\$0.000M
Repairs and Maintenance	\$0.270M	\$0.020M F
Depreciation and Amortisation	\$1.096M	\$0.000M
Borrowing Costs	\$0.001M	\$0.001M U
<b>Total Revenue</b>	<b>\$20.111M</b>	<b>\$0.148M F</b>
<b>Full Year Projection</b>	<b>\$2.908M Deficit</b>	<b>\$0.000M</b>
<b>FTE</b>	<b><u>FY19 FN04</u></b>	<b><u>Variance to Budget</u></b>
	703.49	33.19 F

Noni Inglis advised there had been no changes in the financial risks and mitigation strategies to resolve financial performance issues.

### 1. 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.

### 2. 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.



Premium Labour Costs

Agency	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
<b>Nursing</b>													
Employment Related	0.089M	0.133M	0.105M	0.174M	0.192M	0.187M	0.247M	0.181M	0.255M	0.215M	0.182M	0.204M	0.176M
Goods & Services	0.049M	0.046M	0.050M	0.045M	0.046M	0.079M	0.50M	0.059M	0.063M	0.061M	0.051M	0.061M	0.057M
FTE	15	19	15	20	20	20	29	21	17	20	20	19	19
Head Count	18	23	18	18	18	22	25	21	24	16	22	19	20
<b>Medical</b>													
Employment Related	0.135M	0.136M	0.221M	0.183M	0.171M	0.220M	0.104M	0.188M	0.205M	0.242M	0.192M	0.207M	0.167M
Goods & Services	0.081M	0.43M	0.066M	0.098M	0.063M	0.044M	0.100M	0.044M	0.098M	0.100M	0.061M	0.051M	0.090M
FTE	6	5	6	7	5	6	5	7	7	7	7	8	7
Head Count	15	7	7	8	8	8	6	8	8	8	8	11	10

VMO Payments

VMO expenses were \$0.125M unfavourable in the reported month with the YTD result an unfavourable variance of \$0.238M

Noni Inglis advised the Premium Labour Costs table was an addition to the Finance Report. The Board and Committee members discussed the Premium Labour Costs data in particular the FTE and head count for each month. Noni Inglis advised the figures listed were the final figures of FTE at the end of the months' pay run.



### 3. FTE

The YTD FN4 actual is 703.49 FTE. This is 33.19 FTE less than the budgeted Staff Establishment.

36% of staff have excess leave balances as at FN4 (2020) compared to the prior year (FN4 2019) which was 39%. There has been a decrease of 1% in the excess leave balance from July 2019.

Noni Inglis noted the Activity Table in the report now provided the percentage split of Aboriginal Discharge and non-Aboriginal Discharge data. Radiology call back data had also been added to the table.

Noni Inglis also noted the method of reporting of Increase the FWLHD Aboriginal workforce to greater than 10 per cent in the Strategic Priorities table had changed. The headcount data varied slightly due to new measures of reporting which brought the Far West into line with the rest of the State. Reporting was now based on who was currently paid in the fortnight.

The impact of HCF and Medibank Private reducing their maximum paid for Single rooms for this financial year will be approximately a \$0.330M decrease in revenue. Noni Inglis advised that due to all funds now aligning with HCF and Medibank Private the figures provided in the report would need to be recalculated.

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#### 11.1.3 Financial Reports

Noted

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

#### 11.1.4 MoH Narrative – August 2019

Noted

#### 11.1.5 Annual Financial Statements

##### Item 11.1.5.1 30 June 2019 Annual Financial Statements Brief

Noted

##### Item 11.1.5.2 Director Finance and Corporate Services Report on 30 June 2019 Annual Financial Statements

Noni Inglis advised the 30 June 2019 Annual Financial Statements had been endorsed by the Audit and Risk Committee and had also been submitted to the Finance and Performance Committee.

##### Item 11.1.5.3 Financial Statement Timetable 2018-19

Noted

##### Item 11.1.5.4 Financial Statement Log of Changes following audit

Noted

##### Item 11.1.5.5 Adjustments over \$5M

Noted

##### Item 11.1.5.6 Final Letter of Certification to MoH

Noted



#### **Item 11.1.5.7 Far West Local Health District signed financial statements**

Noted

#### **Item 11.1.5.8 Representation Letter**

Noted

#### **Item 11.1.6 Audit Reports**

Noni Inglis advised the Audit Reports, excluding the Audit Opinion, had been endorsed by the Audit and Risk Committee and had also been submitted to the Finance and Performance Committee. There were two new management issues added to the report, both centred on the internal control processes in the Healthroster system.

##### **Item 11.1.6.1 Engagement Closing Report**

Noted

##### **Item 11.1.6.2 Final Management Letter**

Noted

##### **Item 11.1.6.3 Audit Opinion**

Noted

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#### **Item 11.2 Workforce Development Report**

##### **Item 11.2.1 Workforce Development Committee Chair Report**

Mariette Curcuruto advised the major focus of the Workforce Development Committee meeting was the review of the People Matters Employee Survey. Key points of the report are:

- Current FTE for the District in FN04 is 706. Headcount for the reporting month (August) is 787;
- There are nine women in the eleven permanently filled senior leadership roles;
- August had one separation, and eight new starters;
- Mandatory Training compliance is at 61.86%; and
- 49.7% of staff have current Performance Development Plans (August).
- ATSI employment 8.70% p/fn new dashboard reporting provided accurate reflection
- The strategy to reduce premium employee related costs to come back to the Committee, updated, on a regular basis.

##### **Item 11.2.2 Headcount and FTE August 2019**

Noted

**Resolution:**                    **The Workforce Development Report is received and noted.**  
Moved Mariette Curcuruto, seconded John Harris. Carried

Mariette Curcuruto advised the Terms of Reference for the Workforce Development Committee had been updated to include a list of the relevant State Plans.

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Mariette Curcuruto left the meeting at 2.06pm

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### **Item 11.3 Risk Report**

#### **Item 11.3.1 Risk Management Unit - Work Health and Safety Report**

Noted

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

#### **Item 10.4 Health Performance Report July 2019**

Noted.

**Resolution:**            **The Health Performance Report July 2019 is received and noted.**  
Moved Lilon Bandler, seconded Wincen Cuy. Carried

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### **Item 12. Committee Reports**

Nil

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### **Item 13. Business on Notice**

#### **Item 13.1 Terms of Reference Workforce Development Committee – updated September 2019**

Endorsed

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### **Item 14. Items for Discussion**

#### **Item 14.1 Local Health District and Specialty Health Network Board Reports – June 2019**

Noted

#### **Item 14.2 Local Health District and Specialty Health Network Board Reports – August 2019**

Noted

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### **Item 15. Calendar of Events**

Noted

Lilon Bandler requested the calendar be updated to provide Eastern Standard Time as well as Central Standard Times.

**Action:**            **Update the Calendar to show both Eastern Standard Time and Central Standard Times.**

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### **Item 16. Correspondence**

#### **16.1 Improving the Experience for Aboriginal people of unexpected prolonged hospital admission and rehabilitation**

Noted



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**Item 17. Other Business**

Nil

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**Item 18. Closed meeting – 2.12pm**

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**Item 19. Annual Public Meeting**

Friday 13 December 2019

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**Item 20. Next Meeting**

Monday 28 October 2019 - Tibooburra

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**Certified as a correct record.**

Andrew Refshauge

Name

Signature

Date



28 OCT 2019