

Western NSW LHD Board Meeting July 2021
Upstairs Meeting Room, Parkview Bloomfield, Orange Health Service
Thursday 8 Jul 2021, 9:30 — 14:30 AEST

ACKNOWLEDGEMENT OF COUNTRY

The meeting commenced at 9.30am with the Chair providing an Acknowledgement of Country.

Attendance of Members

Matthew Irvine (Chair), Fiona Bennett, Jason Cooke (video), Annette Crothers, Dr Colin McClintock, Amanda O'Brien.

In Attendance

Scott McLachlan, Chief Executive, Mark Spittal, Executive Director Operations; Peter Bonnington (video), Director Finance; Adrian Fahy, Executive Director Quality, Clinical Safety and Nursing; Dr Liz Kennedy, DMSEC; Lauren Nott, Secretariat.

1 Board Chair and Member Introductions

Introductions were made and backgrounds given by the new Chair, Matthew Irvine and new Board member, Annette Crothers.

Introductions were made by the Board members and participants in attendance.

2 Apologies

Darren Ah See, John Walkom

3 Conflicts of Interest

The Chair and Board member Crothers will advise of their potential conflicts of interest. The register will be updated and brought to the next meeting.

Action

[Conflicts of interest register to be updated.](#)

[Action By: Ms Nott](#) [Action due: 4 August 2021](#)

4 Draft minutes of Board meeting held 2 June 2021

Minutes of the Board meeting held 2 June 2021 were endorsed by the Board.

5 Action Register from Board meeting held 2 June 2021

Progress on action items was noted.

Mr Spittal advised of action taken in regard to issues raised from the site visits held prior to the last Board meeting. There continues to be ongoing concerns re medical and nursing staffing impacted by the continuing COVID-19 restrictions.

It was noted the re-emergence of COVID-19 may impact on venues for future Board meetings.

6 Chair Report

The Chair advised he has met with former Board Chair, Mr Scott Griffiths. This was a positive and constructive meeting. The Chair thanked Mr Griffiths for his welcome and offer of ongoing support.

7 Chief Executive Report

Mr McLachlan spoke to the report which was noted by the Board and highlighted:

- High activity across the LHD continues. Refer to Operations report for pressure points.
- Significant progress has been achieved on major items in the LHD Strategic Plan.
- 2021 District Asset Submission will come to the next Board meeting.
- Work continues in the development of next RAP.
- COVID-19 response – The CE acknowledged the work taken to get staff on the ground for urgent action/response for testing and vaccinations. There has been a nine-fold increase in testing across region in the last month and a large increase in vaccination clinic appoints in the last two weeks. Vaccination clinics are now operating seven days per week in Bathurst, Orange and Dubbo. Dr Kennedy spoke of issues causing vaccine hesitancy/reticence. The CE outlined the LHD strategies to increase vaccination rates including larger vaccination hubs in major centres, recruiting for three new mobile teams, using other providers in mid-sized communities. This is all dependent on more supply of the Pfizer vaccine in coming weeks.
- There are good rates of vaccination in residential aged care (RAC) residents and staff within the LHDs MPS facilities. The LHD has good relationships across the region with private RAC providers. There is a prioritisation process in place which includes private RAC staff at vaccination hubs.
- Pharmacy strategy – 22 pharmacies in smaller locations across the state without access to GPs will be able to administer vaccinations as a first wave of pharmacies more broadly.

7.1 WNSWLHD Performance Scorecard

The scorecard was noted by the Board and a brief discussion held.

It was noted there may be a delay in reporting as some clinical data relies on coding (up to 8 weeks) and some indicators are reported quarterly due to low numbers.

7.2 NSW Health League Table

The CE outlined the report for the benefit of the new Board members. The Health League Table (April 2021) was noted by the Board and a discussion held.

7.3 Strategic Plan - Annual Priorities 2021-2022

The Annual Priorities 2021-2022 were noted by the Board.

8 Planning, Performance and Funding

8.1 Financial Performance Report

Mr Bonnington spoke to the report which was noted by the Board and highlighted:

- Elective theatre recovery will continue into next financial year.
- While to EOFY position to be finalised it is expected the LHD deliver an on-budget result
- Onboarding of staff at Dubbo for increased services will increase in coming months. This may initially see an increase in locum costs.
- Efficiency strategies (separate to COVID-19) over the past year have been effective and continue to set up the LHD for the longer term. There will continue to be tension between funding received vs costs of services.

8.2 2021-2022 Service Agreement Update

Mr Bonnington spoke to the briefing document and associated attachments which were noted by the Board.

A discussion was held. It was agreed to include a covering letter with the Service Agreement outlining where the LHD feel the negotiations haven't clearly reflected where the LHD will be challenged in meeting the targets.

Recommendations

1. The Board noted the contents of the 2020-21 Service Agreement as a final draft
2. The Board noted that the signed Service Agreement is due to MoH by 31 July and is currently being reviewed internally and will be presented back to the Board meeting to be held 4 August for endorsement
3. The Board noted that the LHD is currently finalising its internal budget, with outcomes to be reported to the July Finance & Performance Committee meeting

Actions

Submission of the Service Agreement following the August Board meeting to be verified with MOH.

Action by: Mr Bonnington Action Due: ASAP

The final 2021-2022 Service Agreement and covering letter are to come to the August Board meeting for Board endorsement.

Action by: Mr Bonnington Action Due: 4 August 2021

8.3 Finance & Performance Committee 22 June 2021 draft minutes

The draft minutes of the F&P Committee were noted by the Board.

8.4 Finance & Performance Committee Chair Comments

Director Bennett noted the Exec Director Operations pointed out increased Length of Stay (LOS) and higher demands are due to older and more complex admissions. This trend is an ongoing risk to the LHD. The impact of discharge planning on LOS was discussed as was work being done to support clinical teams in facilities.

9 Clinical Operations

9.1 Executive Director Clinical Operations Report

Mr Spittal spoke to the report which was noted by the Board and highlighted:

- The work of Sharon McKay while acting as EDO
- Surgery – at the end of the year there were 143 overdue on waitlist with the majority being Cat C. Mr Spittal outlined the work being undertaken to bring the waitlist back on track by August/September 2022.
- Triage KPI – new premier's priority will be challenging to meet given increased patient demand.
- LHD will be submitting detailed recovery plans for Bathurst, Dubbo and Orange under the performance management framework of MoH.
- Work going on in Bathurst to determine the causes for number of long stays in ED noting that these numbers also include short stay patients.

Mr Spittal left the meeting at 11.30am

10 Quality, Clinical Safety and Nursing

10.1 Patient Story - Coonabarabran and Bathurst

Mr Fahy spoke to the patient stories which were noted by the Board.

10.2 Executive Director Quality, Clinical Safety and Nursing Report

Mr Fahy spoke to the report which was noted by the Board highlighting:

- Concern re venous thromboembolism; all other indicators on or below target.
- Diagnostic work is being undertaken in regard to the escalation of clinical deterioration. The outcomes will be reported back to the Board.
- Mental Health and Drug and Alcohol have been awarded three years' accreditation.
- RGNET – 500 staff completed training modules. The LHD will follow up on the promotion of the RGNET course including the article to be published in CRANA magazine.
- Funding for three years has been announced for Patient Experience Officers.

Director Cooke left the meeting at 11.45am

10.3 Health Care Quality Committee (HCQC) Meeting 23 June 2021

The draft minutes of the HCQC were noted by the Board.

10.4 HCQC Chair Comments

Director O'Brien highlighted

- The 'reflection' at the end of each meeting had a focus on safety. It was agreed to look further at quality improvement. The clinical streams now send a report to HCQC on a monthly, rotating basis.
- It was disappointing the LHD could not hold the annual symposium and gala dinner due to COVID-19 restrictions. These have been postponed to September.
- The HCQC questioned consumer engagement on other committees. The CE advised an analysis has been completed which showed there are a number of consumer representatives, the vast majority being health council members. The body of work regarding the Community Engagement Framework has been difficult in recent times however dialogue has started where clinical networks are being set up or where capital works may be undertaken. An update is due to the Board in October.

Mr Bonnington left the meeting at 12 noon.

11 Medical and Dental Appointments Committee (MADAAC)

11.1 MADAAC meeting held 16 June 2021 draft minutes

The draft minutes and recommendations from the MADAAC meeting were noted by the Board.

11.2 MADAAC Chair Comments

CE advised MADAAC is a mandated, advisory committee with the requirement of a non-clinical chair.

Letters regarding the review of Medical Administration are being sent out today to staff and key people. An independent facilitator, who was part of the review team, has been engaged to lead the change management project. An update will be given to the Board next month.

12 District Clinical Council (DCC)

12.1 DCC Meeting held 16 June 2021 draft minutes

The draft minutes of the DCC meeting were noted by the Board.

CE outlined the role and makeup of the DCC and the work currently being undertaken by the various streams.

Mr Spittal rejoined the meeting at 12.10pm

13 District Medical Staff Executive Council (DMSEC)

13.1 DMSEC Representative Comments

Dr Liz Kennedy advised attendance has been an issue at some medical staff council (MSC) meetings and therefore getting representation at DMSEC. Some health services such as Mudgee have well-functioning MSCs. There are a number of new GPs joining from the next DMSEC meeting.

Discussion held re items for discussion at DMSEC such as improving dialogue/information sharing, better connection between teams and levels of clinicians and facilities.

14 Directorate Update - Workforce and Culture

Ms Sandra Duff, Executive Director Workforce and Culture joined the meeting via video.

Ms Duff spoke to the Directorate update report and provided a presentation (refer to meeting papers).

A discussion was held which included:

- People Matters Survey to take place in August 2021. The results should be received in October and will then need to be analysed. The results will come to the Board.
- Staff fatigue and how this is/may be handled.
- Leadership structure is unsustainable at hard to fill, smaller facilities. Options are being discussed.
- Where bullying is reported it is believed the correct procedures are being followed. However, there are instances where bullying is not reported and therefore may not be being dealt with.
- Staff appraisals – rates of completion for formal appraisals/development programs are not consistent across the LHD. Ms Duff outlined the new performance development system “Performance and Talent” (PAT) which is now on line. This will commence with the ELT and work through the organisation.

Ms Duff left the meeting.

15 General Business and Business Without Notice

15.1 Board Membership

It was agreed by the Board that it is imperative there be representation for the remote region of the LHD. Where possible, the Chair will suggest this for any further appointments.

Deputy Board Chair

Following a brief discussion it was agreed to appoint an interim Deputy Board Chair pending a future meeting with all directors in attendance.

Motion:

The Board moved Director Bennett be appointed as interim Deputy Board Chair.
All members voted in favour.

Action:

Paperwork to appoint Director Bennett as interim Deputy Board Chair to be submitted to MoH.

Action by: Ms Nott Action due: ASAP

15.2 Board Sub Committees

A discussion was held on Board representation on sub-committees to ensure appropriate membership.

Action:

Chart depicting sub-committees and Board member representation to be distributed.

Action by: Ms Nott Action due: ASAP

15.3 Succession Planning for Executive Leadership Team (ELT)

The CE advised succession planning is part of his discussions with the ELT. ELT members have plans as part of their portfolio which have been evidenced recently with Operations and Finance. It is also part of the annual review conversations the executive.

Mr Spittal spoke to succession planning for the higher levels within the Operations directorate such as Sector GMs and outlined other work being undertaken to encourage the next generation of general managers and HSMs.

15.4 Future Board Meetings

The August Board meeting will be held in the Board Room, Dubbo Hospital. There will be a short site visit prior to the meeting.

The September meeting is due to be held in Bathurst.

Action:

Updated schedule of Board meeting venues to be sent to participants.

Action by: Ms Nott Action due: ASAP

16 Reflection of Meeting

A brief discussion was held.

There being no further business the meeting was closed at 1.25 pm

Signed:  Date: 04 August 2021