

Western NSW LHD Board Meeting June 2021  
Large Meeting Room, Hawthorn St Dubbo  
Wednesday 2 Jun 2021, 8:30 — 12:30 AEST

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## ACKNOWLEDGEMENT OF COUNTRY

The meeting commenced at 8.30am with the Chair providing an Acknowledgement of Country.

### Attendance of Members

Scott Griffiths (Chair), Darren Ah See, Fiona Bennett, Dr Joseph Canalese, Jason Cooke, Paul Mann, Dr Colin McClintock, Amanda O'Brien, Joan Treweeke, John Walkom.

### In Attendance

Scott McLachlan, Chief Executive, Mark Spittal, Executive Director Operations; Peter Bonnington, Director Finance; Adrian Fahy, Executive Director Quality, Clinical Safety and Nursing; Dr Warren Kealey-Bateman, DMSEC; Lauren Nott, Secretariat.

#### 1 Apologies

Nil

#### 2 Conflicts of Interest

Nil change to the register.

#### 3 Draft minutes of Board meetings held 5 May 2021

Minutes of the Board meeting held 5 May 2021 were endorsed by the Board.

#### 4 Action Register from Board meeting held 5 May 2021

Progress on action items was noted.

#### 5 Chair Report

The Chair advised catch ups with Secretary re the COVID vaccination rollout continue.

Indications are that new Board members may not be starting before the end of the month.

Discussion held re Deputy Chair and Chair for next meeting should new chair not be announced.

Members expressed disappointment at the delay in the process of appointing the new Chair and members.

#### 6 Chief Executive Report

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

- High activity across the LHD continues.
- The Quarterly performance review meeting with MoH was very positive.
- Quality awards for LHD to be held on 7 July 2021. There is a record number of submissions for the awards which are fully funded by sponsors.
- COVID
  - Cases in Victoria are high on radar.
  - 84% of LHD RAC residents have been vaccinated. The LHD has taken on the responsibility for vaccinating staff in private RAC facilities with over 250 vaccinated so far. The Commonwealth has brought in two new organisations to progress the

vaccination of residents of private RAC facilities. It is believed 40-50% are vaccinated to date. The LHD has stepped in to take responsibility for disability home residents and staff.

- Workforce challenges continue.
  - Additional virtual solutions supporting nurses such as remote triage are being developed for use when needed. Conversations have been held with NSW Ambulance for assistance in acute care areas if needed.
  - Shortages of overseas trained staff will continue while borders remain closed.
- UHPI
  - Dr Kealey-Bateman advised he attended an in camera session with Dr Greenberg and Dr Rice as DMSEC representatives. The session covered a variety of issues including gradients of care and equity, changes to technology and medicine, workforce challenges, impact of UHPI on staff, recruitment etc.

#### **6.1 WNSWLHD Performance Scorecard**

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

#### **6.2 NSW Health League Table**

The Health League Table (March 2021) was noted by the Board.

### **7 Finance and Performance**

#### **7.1 Financial Performance Report**

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

- April 2021 saw a favourable result with year to date variance on budget.

#### **7.2 Service Agreement Update**

Mr Bonnington spoke to the briefing which provided an update on the process, timing and observations to date for the 2021-22 Service Agreement. The brief was noted by the Board and a discussion held. The LHD has been provided with a draft agreement with KPIs etc. Anticipate the final agreement will be received by 22 June.

#### **7.3 Sustainability Plan Update**

Mr Bonnington spoke to the briefing which provided an update on the progress of the sustainability programs. The brief was noted by the Board and a discussion held.

#### **7.4 Finance & Performance (F&P) Committee 25 May 2021 draft minutes**

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

#### **7.5 Finance & Performance Committee Chair Comments**

Director Bennett highlighted:

- Higher expense forecast for May and June.
- Early close financial statement report from the Audit Office which reflected well on the effort and skill of the LHD's finance team
- The contribution of the departing Board members was noted.

### **8 Clinical Operations**

#### **8.1 Executive Director Clinical Operations Report**

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

- ETP and surgery – additional surgery is being undertaken to ensure patients are operated on within the recommended timeframes, there are some challenges in Dubbo in finding the workforce to undertake all specialties in focus.
- There is a new wait list coordinator in Dubbo.
- Efficiency of theatres was questioned. Mr Spittal advised the LHD has some benchmarks which are generally met. Efficiency of theatres will be a focus in the future.

Mr Spittal spoke to the ED Performance paper attached to his report.

## **9 Quality, Clinical Safety and Nursing**

### **9.1 Patient Story – Bathurst ED**

Mr Fahy spoke to the patient story which was noted by the Board. A discussion was held.

### **9.2 Executive Director Quality, Clinical Safety and Nursing Report**

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

- There were no hospital acquired pressure injuries for the month, falls related injuries remain stable over last six months and embolism/clotting is back on target
- Concerns re neonatal birth trauma are being looked into to determine causes.
- Delirium over target for month – working with ED Director and key staff at Orange.
- MHD&A accreditation is going well. Internal verification occurring across all sites in preparations for accreditation next year.
- Rural generalist nursing training – over 500 staff completed training. This model has now gone state wide and will be picked up across other rural LHDs.
- Patient Experience Officers (PEO) funding has been extended for a further three months. Working with MoH to extend this program.

### **9.3 Health Care Quality Committee (HCQC) Meeting 26 May 2021**

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

### **9.4 HCQC Chair Comments**

Director O'Brien highlighted the maternity resilience review will be commencing this month. This will be undertaken with CEC and is part of a statewide review.

A brief discussion was held on the accreditation process within the LHD.

## **10 Audit and Risk Committee (ARC)**

### **10.1 ARC Meeting held 21 May 2021 draft minutes**

The draft minutes of the ARC Meetings were noted by the Board.

### **10.2 ARC Representative Comments**

Director Bennett highlighted:

- Recommendations from the Anderson report. The CE outlined the ARC's role in monitoring recommendations and bringing issues to the Board. Significant funding over the last three years has seen an improvement to security. A current round of audits will identify any further gaps, and guide further changes and improvement.
- Update on cyber security risks. The CE spoke about recent cyber security breaches on health services/assets within Australia and worldwide. Meetings have been held at state level on readiness and potential impacts. Updates will continue to be given to ARC.
- Good outcome of early close from Audit Office

- Concern over increasing psychological claims in LHD.

## **11 Medical and Dental Appointments Committee (MADAAC)**

### **11.1 MADAAC meeting held 19 May 2021 draft minutes**

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

### **11.2 MADAAC Chair Comments**

Director Treweeke provided a summary of appointments made and gave an explanation as to how temporary appointments are made. Director Walkom attended the MADAAC meeting.

CE asked for separate lists for short term locums vs longer term doctors appointed permanently and awaiting contracts be provided in future minutes/recommendations.

Following a discussion it was agreed Director Ah See will attend future MADAAC meetings as the second Board representative.

Director Walkom will no longer attend HCQC meetings.

#### **Action**

Medical Services to be notified of the change to MADAAC membership.

Action by: Ms Nott Action Due: ASAP

## **12 District Medical Staff Executive Council (DMSEC) – Dr Kealey-Bateman**

### **12.1 DMSEC meeting held 18 May 2021 draft minutes**

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

### **12.2 DMSEC Representative Comments**

Dr Kealey-Bateman highlighted

- Discussion on COVID vaccination around vaccine hesitancy. The DMSEC felt work needs to be done in this space to increase uptake.
- DMSEC reps received a briefing session prior to attending their confidential hearing with the UHPI committee.
- Membership of DMSEC – Dr Robin Williams (Southern Sector) and Dr Martin Hua (Northern Sector and Virtual) will be joining the DMSEC.

## **13 General Business and Business Without Notice**

### **13.1 Staff Performance Reviews – Update**

Mr McLachlan spoke to the brief noting there has been a further increase in the percentage of reviews undertaken since the report was written. The Board noted the ongoing progress to increase the rate of completed performance reviews across the LHD. A discussion was held noting performance reviews should also be personal development reviews.

### **13.2 Medical Administration Review**

Mr McLachlan spoke to the brief and report which were noted by the Board. A discussion was held.

Steps moving forward were outlined which the Board supported. The final version of the document will be received following further staff consultation (which has commenced). Implementation change manager will commence in three weeks' time.

**13.3 Bathurst Health Service (BHS) Clinical Service Plan (CSP)**

Mr McLachlan spoke to the brief. The Board noted the progress in implementing the actions in the BHS CSP and that BHS redevelopment is proposed for inclusion in the District's Strategy Asset Management Plan and Capital Investment processes.

**13.4 Board Charter (updated)**

A brief discussion was held. Director Bennett noted the F&P terms of reference have been changed to reflect changes to the Board Charter.

[Recommendation](#)

[The Board endorsed the amendments to the Board Charter](#)

[All members were in agreement](#)

**13.5 Site Visit Debrief – 1 June 2021**

Site visits were conducted in two groups on 1 June 2021. Sites visited included Narromine, Warren, Trangie, Gilgandra and Gulgong, Dunedoo and Coolah. Findings of the site visits were discussed. Common themes across the sites include staff shortages, staff wellbeing, accommodation, security.

The CE and Mr Spittal spoke to the issues raised in the site visits and advised of actions being taken noting that these issues were already on their radar and are being acted upon. Support being given by Sector GMs was outlined.

It was asked if the LHD needs to look at a training hub, become an RTO? This would help grow our own and attract others into the LHD to resolve shortages and could be done in conjunction with partners. Potential of integrated/virtual rural teaching hub could be explored across base facilities with view to expanding across the LHD.

**13.6 WNSWLHD Quality Awards – 7 July 2021**

Mr McLachlan advised the dinner for the LHD Quality Awards will be held on the evening of 7 July. Current and retiring Board members are invited to attend the symposium and dinner to be held in Dubbo. Formal invitations will be sent shortly.

**13.7 Next Board Meeting – 8 July 2021**

The next Board meeting will be held on Thursday, 8 July to allow Board members to attend the Quality and Safety Symposium on 7 July.

**15 Reflection of Meeting**

A brief discussion was held.

This being the Chair's final meeting, the Chair thanked all in attendance and wished all well in the future.

**There being no further business the meeting was closed at 1.05 pm**

Signed:  Date: 08 July 2021