

Western NSW LHD Board Meeting November 2021
Virtual - Video
Wednesday 3 Nov 2021, 9:30 — 12:30 AEDT

ACKNOWLEDGEMENT OF COUNTRY

The meeting commenced at 9.33am with the Chair providing an Acknowledgement of Country.

Attendance of Members

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

In Attendance

Scott McLachlan, Chief Executive, Mark Spittal, Executive Director Operations; Josh Carey, Executive Director Planning, Performance and Funding; Peter Bonnington, Director Finance; Adrian Fahy, Executive Director Quality, Clinical Safety and Nursing; Lauren Nott, Secretariat; Dr Scott Clark, Medical Staff Executive Council

1 Apologies

John Walkom, Darren Ah See (on leave)

2 Conflicts of Interest

Nil changes

3 Draft minutes of Board meetings held 6 October 2021

Minutes of the Board meeting held 6 October 2021 were endorsed by the Board.

4 Action Register from Board meeting held 6 October 2021

Progress on action items was noted.

5 Chair Report

The Chair advised recruitment has commenced for a new CE to replace Mr McLachlan as he transfers to Central Coast LHD. The Board will be kept informed as appropriate.

The Ministry is acting on filling the vacancies on the LHD Board. The Chair has received a shortlist of six people and is looking at candidates taking into consideration the skill sets needed and the geographical range. Will await the Minister's decision.

Reappointment applications have been received from Directors Bennett, Cooke and McClintock. Director Ah See's position will be deemed vacant as he did not apply for reappointment.

Mr Brendon Cutmore, Executive Director, Aboriginal Health and Wellbeing joined the meeting via video.

6 Chief Executive Report

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

- This is his last Board meeting. Mr McLachlan thanked the Board for their guidance, support and navigation over his time as CE.

- COVID Update
 - Yesterday saw the first 0 day for positive cases since the COVID outbreak in July. Unfortunately, there are 13 cases reported today.
 - Public health solutions are changing to reflect current needs.
 - There are no COVID patients in hospital at the moment. This reflects the very high vaccination rate across the LHD which will reach over 90% second dosed by the end of today. The third dose regime for vulnerable people and those 6 months post second dose has commenced. The LHD (and ADF) have delivered over 75K doses to date.
 - An evaluation of the LHD's COVID response shows some areas which need strengthening up including the short term temporary workforce and how to stabilise this over the next six months.
- There are no significant performance challenges at present. Inpatient services provided a fantastic job to maintain COVID readiness and acute care services.
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- Mr Spittal will step up as Acting CE and Ms Sharon McKay will step up as A/EDO while recruitment for the ongoing CE role takes place.
- The Medical Administration review will see changes to the structure of the Medical Services Directorate. Dr Spencer will step out from the LHD on 19 November. This is an opportunity for the LHD to reset and strengthen the directorate. Interim and transition arrangements were outlined.
- On Monday, 1 November 2021 the NSW Premier toured Dubbo Stage 3 / 4, Western Cancer Center and new car park at Dubbo Hospital.
- The Annual Budget Estimates Hearing for Health is set for tomorrow with the CE called to attend for the day along with other CEs and deputy secretaries. It is anticipated the hearing will look at rural health issues and COVID responses.

6.1 WNSWLHD Performance Scorecard

The scorecard was noted by the Board.

The LHD has received the results of the latest People Matter survey which saw a 1% increase in workplace culture index. The LHD had a lower response rate than previous years due to the focus on the COVID response but was still higher than most other LHD's. This will come to the Board in coming months.

6.2 NSW Health League Table (August 2021)

The Health League Table was noted by the Board.

7 COVID Forward Plan

Mr Cutmore introduced himself. A presentation was given (refer to papers) and a discussion was held.

The Board acknowledged the efforts of the LHD to manage the COVID situation and would like to see the work of the LHD recognised in media, professional outlets etc.

Planning for the future

- The LHD is dealing with a larger number of vulnerable people than allowed for when COVID planning was first undertaken. Mr Cutmore advised that the LHD continues to work closely with local decision making groups such as Murdi Paaki and Three Rivers. These groups will revisit discussions and findings with other key government departments to look at how to better support vulnerable people and communities and make culturally appropriate decisions. Updates will be shared with the Board as this progresses.

- The cost of continuing support and future planning should be shared with other key partners such as housing, education etc.
- Work undertaken has meant the COVID case numbers were significantly lower than what they could have been.
- Most costs so far have been covered by MOH. Ongoing budget arrangements will continue to be discussed.

The strategic planning session for the Board in March will focus on welfare issues and the need for a coordinated response to health issues in the district.

There was a strong message of thanks from the Board to the team.

Mr Cutmore left the meeting.

8 Planning, Performance and Funding

8.1 Financial Performance Report

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

- September bottom line was favourable.
- September saw a high point of COVID vaccination expenditure. Looking at forecast for remainder of year including embedded and flow on costs.
- Monitoring waitlist recovery work.

8.2 Finance & Performance (F&P) Committee 26 October 2021 draft minutes

The draft minutes were noted by the Board.

8.3 Finance & Performance Committee Chair Comments

Director Bennett highlighted:

- The forecast position brief which is attached to the minutes for the Board's noting. The forecast for the year shows an unfavourable spend on COVID. This will flow through the bottom line as funding supplementation is not confirmed. The LHD also flagged with MOH the fall in own source revenue funding and this continues. The medical workforce cost increases remains a pressure point.
- The delegations exception report was also attached to the minutes for the Board's noting. This report summarises the acknowledged variances to the Delegations Manual that have occurred as a result of the recent pandemic response. It was noted that these exceptions are being reported to the MOH.

9 Clinical Operations

9.1 Executive Director Clinical Operations Report

Mr Spittal spoke to the report which was noted by the Board.

- Radiation Oncology – arrangements are in place with two providers to ensure locum services through to New Year with recruitment for permanent staff continuing.
- Advice has been received from the AMS in Coonamble that they will be pulling out of Baradine in Feb 2022. Mr Spittal visited Baradine yesterday to talk to staff and is looking at options including GP support for the MPS.
- Surgery recovery program – 460 patients are overdue for elective surgery. Contracts in place with the four private hospitals within the LHD. There are a further 170 medical processes delayed. The LHD is also looking at accessing Sydney services where possible.

- Performance improvement across the LHD was noted given the impact of COVID. Work being undertaken to improve performance further was outlined.
- Peter Campos has commenced as acting GM Bathurst to March 2022.
- Review of drug and alcohol services continues.
- The latest BHI quarterly report highlights were read out including very high ratings for patient satisfaction across the LHD.

10 Quality, Clinical Safety and Nursing

10.1 Patient Story - Orange Health Service COVID response

Mr Fahy spoke to the patient story which was 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:

- 11 of 14 major indicators are on track this month. Working on falls (with related injuries), venous thrombolism, and endocrine disorders.
- Work being undertaken in preparation for accreditation next year.
- Staff are returning to substantive positions from COVID response positions.

10.3 Safety and Quality Account

Ms Emma Wirth, Clinical Risk Manager joined the meeting.

Ms Wirth spoke to the brief and supporting document which were noted by the Board.

The Board agreed the report is people focused and reflects the efforts of the LHD to support the community. It is an excellent, easy to read document.

Director O'Brien noted the Quality and Safety Awards function would have highlighted much of the work undertaken however this was postponed due to COVID. The A/CE will work with the ELT to highlight the positive news and make this publicly available.

Recommendation

The Board endorsed the Western NSW LHD Safety & Quality Account 2020-2021 and Safety & Quality Report 2020-2021 and approved submission to MoH
All members were in agreement.

10.4 Health Care Quality Committee (HCQC) 27 October 2021 draft minutes

The draft minutes were noted by the Board.

10.5 HCQC Chair comments

Director O'Brien highlighted there have been no work place exposures during the LHD's COVID response. The meeting discussed the fruitful partnerships developed during this time including those with the ADF and PHN. Mr Spittal advised this will be acknowledged further into the future. HCQC have agreed to go back to their standard meeting format.

11 Medical and Dental Appointments Advisory Committee (MADAAC)

11.1 MADAAC Meeting 20 October 2021 draft minutes

The draft minutes and recommendations were noted by the Board.

11.2 MADAAC Chair comments

Director Irvine advised he will work with Mr Spittal re membership of the MADAAC committee to ensure appropriate Board representation.

12 District Clinical Council (DCC)

12.1 DCC Meeting 20 October 2021 draft minutes

The draft minutes were noted by the Board. Mr Spittal advised that it was a positive meeting, well attended, with a number of planning papers presented by HIU.

13 District Medical Staff Executive Council

13.1 DMSEC Representative comments

Dr Scott Clark gave a summary of the September MSEC meeting which focused on the COVID response and planning for the LHD as well as facility and regional medical staff councils. The MSEC is grateful for having representation at Board meetings.

14 General Business

14.1 Virtual Care Strategy

Mr McLachlan spoke to the brief and supporting document which were noted by the Board.

A summary of how the strategy was developed and how it is being implemented was given.

It was noted some of the document is easy to read and some very technical which could be either simplified or split subject to purpose. A more detailed action plan is available with actions included in operational plans. The first year is well underway. It was noted dates in footers need looking at.

It was stressed that virtual care is a supplement, not a substitution, for providing good health care. The LHD is well placed to consolidate lessons learnt to move forward.

Dr Clark advised there has been high uptake of virtual services by many specialists including a well embedded ED service for mental health assessments.

The Board Chair and Dr Clark left the meeting. The Deputy Chair took over as chair.

14.2 Annual Public Meeting – Presentations

Mr McLachlan spoke on the structure of the APM which is to follow this meeting. There are approx. 60 attendees registered including a number of health council members. It was noted there was no health council forum held this year.

14.3 2022 Board meeting Venues - revised

The revised meeting venues were discussed by the Board.

It was agreed virtual meetings are an excellent fall back when needed however face to face meetings were preferred to enable better discussion etc. The February meeting should be held face to face as there should be new members attending.

It was asked if the March Strategic Planning sessions could be held Monday/Tuesday.

WHS and environmental concerns for road travel to sites was noted, as was the encumbrance on facilities of Board visits.

Action

- Board members to be approached regarding Strategic Planning session date changes.
- Venues to be further revised/reviewed

Action by: Ms L Nott Action Due: ASAP

15 Business without notice

15.1 December Board meeting

It was agreed the December Board meeting would be held face to face at Parkview, Orange. Dinner to be decided following conversation with the Board Chair.

Action

Discussion to be held with Board Chair and feedback given to Secretariat to make appropriate arrangements.

Action by: Director O'Brien Action due: ASAP

16 Reflection of Meeting

The Board thanked Mr McLachlan for his leadership over the past eight years and wished him all the best for his move.

Congratulations were extended to Mr Spittal on stepping into the A/CE role.

There being no further business the meeting was closed at 12.18pm

Signed:  _____ Date: 01 December 2021