
Minutes

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

Date: 26 September 2022

Time: 11.00am ACST (11.30am AEST)

Venue: Auditorium, First Floor, Broken Hill Community Health Centre and via Teams

Members:

Mr Brad Astill	Interim Chief Executive
Dr Andrew Refshauge	Board Chair
Mr Wincen Cuy	Board Chair
A/Prof Lilon Bandler	Board Member
Ms Mariette Curcuruto	Board Member
A/Prof Michelle Dickson	Board Member
Mr Justin Files	Board Member
Mr Paul Kemp	Board Member
Mr Jason Masters	Board Member
Ms Sally Pearce	Board Member
Ms Pam Tucker	Board Member

In Attendance:

Mr Dale Sayers	Financial Accountant
Ms Regan Bent	Senior Executive Assistant (Minutes)

Meeting Opened 11.30AM ACST/ 12.00 NOON AEST

Item 1. Acknowledgement of Country

The Far West Local Health District acknowledges the traditional owners of the lands within its boundaries including: the Barkandji; the Muthi Muthi; the Wilyakali; the Ngiyampaa; the Wadigali; the Malyangaba; and the Wangkumara. 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.

Item 2. Apologies

Wincen Cuy	Board Member
Hannah Everuss	Board, Committees and Policy Clerk

Item 3. Disclosure of Interest

Paul Kemp, Board Member advised he was a Member of the Wilcannia Regional Assembly.

Item 4. Order of Business/Urgent Business

Nil.

Item 5. Minutes of Ordinary Board Meeting 29 August 2022

The Board requested a sentence be added to the minutes in regard to the Wentworth Redevelopment Urgent Care Centre (UCC), to express their concern regarding the possibility of misinterpretation of the UCC project model delivering an emergency department. This is not in the current plan. A further addition was requested to note the Board would further discuss sustainability with the LHD and Health Infrastructure to ensure ratings are prioritised in the redevelopments and that buildings are sustainable into the future. The Board endorsed the minutes as true and correct with the addition of the sentences above.

The Board queried if consideration had been given to the population growth in the Wentworth/Dareton/Buronga/Gol Gol area, to ensure the redevelopment of the Wentworth Hospital was suitable into the future. The Interim Chief Executive advised that this information was reliant on ABS statistics, however it was noted that the model developed can be easily adapted in regard to models of care and expansion of buildings if required.

Action: The Interim Chief Executive to request Health Infrastructure provide in writing the commitment to sustainability ratings and what consideration had/will be made in regard to population growth for redevelopments in the FWLHD.

Resolution: **The Minutes of the Ordinary Board meeting held on 29 August 2022 be received as a true and correct record.**
Moved Pamela Tucker, seconded Paul Kemp Carried.

Item 6. Action List

Action Item 22 – 07, Draft Sub Acute Rehabilitation Unit Enhancement Service Model

Complete. Responses to the queries raised regarding the draft model of care were answered via email by the Director of Allied Health, Innovation and Partnerships out of session. The Board noted this response.

Action Item 21 – 61 Aboriginal Workforce Strategy

Heldover. An update regarding the Aboriginal Workforce Strategy will be provided at the 31 October 2022 Board meeting.

Action Item 22 – 12 Deliver Triage Training at Remote Sites

Complete. The Interim Chief Executive advised the Board that training was currently in the process of being completed.

Action Item 22 – 15 Second Member of the Executive Team to attend the Board on a roster basis.

Complete. The Executive Team had endorsed the draft rosters as provided at Item 10.2 of the Board papers today. The Acting Director of Clinical Operations was scheduled to attend the September 2022 meeting however is currently on annual leave and will present on 31 October 2022.

Action Item 22 – 08 KPI Dashboard Report

Complete. The narrative to accompany underperforming KPIs was provided in the papers at Item 8.1 today.

Action Item 22 – 16 Sustainability

Complete. Sustainability has been added as a standing agenda item under 'Items to Discuss', Item 13 of the Board agenda.

Action Item 22 – 17 Sustainability Rating – Health Infrastructure

Complete. Discussion paper provided at Item 13 of the Board meeting papers today.

Action Item 22 – 18 Aboriginal Procurement Policy

Complete. Discussion paper provided at Item 6.1 of the Board meeting papers today.

Action Item 22 – 19 Lead Program

Complete. The Interim Chief Executive provided an update, Contact with the Secretaries office had been made and FWLHD were advised that a letter of response is currently in draft awaiting signature to be returned to the Board Chair.

Action Item 22 – 20 White Cliffs – Anderson Report

Complete. The Interim Chief Executive advised that all sites are treated the same in regard to Work Health and Safety audits, the FWLHD is currently undertaking these audits across the LHD. The Board will provide feedback to the White Cliffs Health Council.

Future Actions Due:

Action Item 22 – 21 Partnerships

The Board discussed the need to reach out to FWLHD partners such as Maari Ma, CHAC, the PHN and the RFDS Board, inviting them to a Board to Board dinner function toward the end of the year. Due to COVID, face to face meetings had not been held for the last two years and the Board were keen to strength partnerships in person now that this was once again possible.

The Interim Chief Executive advised that he is in regular contact with RFDS. Contact with CHAC had been delayed as their Chief Executive had just returned from extended leave and that the working relationship between all partners is strong.

It was noted that the Two Rivers Health Council had received no communication regarding the official opening of the Buronga HealthOne facility. The Board suggested that an invitation should be forwarded.

Action: *FWLHD to invite partners to a Board to Board dinner function.*

Action: *Two Rivers Health Council receive an invitation to the Official Opening of the Buronga HealthOne facility.*

Action Item 22 – 03 Cultural Awareness Training for the Board

Heldover. Face to face cultural awareness training has been delayed until February 2023. FWLHD are engaging Indigenous Allied Health Australia (IAHA) to provide training to the Board.

Item 6.1 Action Item 22 – 18 Priority Two – Aboriginal Procurement Policy/FWLHD Activity

Complete. The Board discussed the meeting paper provided. The Interim Chief Executive advised that a brief background was provided regarding the State policy FWLHD comply with as well as the current major procurement activity the FWLHD are involved.

The Board were concerned as the Buronga HealthOne is a Health Infrastructure engagement. The Board queried if FWLHD are engaging with Aboriginal businesses in the District. It was noted that engaging with organisations can be difficult if they are not pre-qualified. The Board discussed reporting of this and how the FWLHD manage overview of organisations and understanding of the procurement process. The opportunity for FWLHD to provide awareness to Aboriginal communities regarding the pre-qualification process may be possible at the three regional assemblies across the District. The meeting paper noted that FWLHD are using the national directory of suppliers for ongoing procurement.

The Board requested that a six monthly report be tabled regarding FWLHD Aboriginal procurement activity. Providing examples of procurement with Aboriginal businesses would be welcomed and highlighting specific organisational relationships. The Board noted the largest contract FWLHD have is with Maari Ma Aboriginal Health Corporation.

Action: *A six monthly report to be tabled regarding FWLHD Aboriginal procurement activity providing examples of procurement with Aboriginal businesses across the FWLHD.*

Strategic Matters

Item 7.1 Presentation

Nil. The Acting Director of Clinical Operations was due to present on Pillar 4 Operational Governance Performance. This is being held over to the 31 October 2022 Board meeting due to leave.

Item 8. Chief Executive Report

Item 8.1 KPI Dashboard Report

The Board requested analysis and narrative around the measures that aren't meeting target within the KPI Dashboard report. These were provided following the report. The Board discussed the hospital acquired endocrine complications, telehealth targets and paediatrics. The Interim Chief Executive advised that a procedure had been developed to address pre surgical procedures to try and avoid such endocrine events prior to surgeries.

The KPI Dashboard report was noted.

Item 8.2 Chief Executive Report

The Interim Chief Executive, Brad Astill noted key points within the report:

Whilst there are nil changes to the August report regarding People and Culture, the FWLHD are exploring every opportunity to recruit. FWLHD are utilising local employment agencies and TAFE to spread the word regarding vacant non clinical roles. The FWLHD are increasing SBAT activity. Additional funding has been provided in regard to State COVID resilience and incentives, with short term temporary roles being advertised to ensure staff can take well earned leave.

The Interim Chief Executive advised that there was nothing significant to report on Clinical Governance or Finance. A query regarding Aboriginal Did Not Waits was raised at the Finance, Performance and Workforce Board Sub Committee meeting, with a sharp rise reported for August 2022. The response to this will be provided out of session from the Acting Director of Clinical Operations.

The FWLHD have recently been advised of the Official opening date for Buronga HealthOne occurring next week, with Ministry Bronnie Taylor attending. The FWLHD have planned a visit to the Wentworth redevelopment site as part of the itinerary. The Interim Chief Executive will be visiting the South West sector of the District and making contact with CHAC at this time. It was noted that nursing recruitment continues to be an issue in remote areas.

The Broken Hill Health Service continue to provide services despite the vacancy numbers. The great effort from the staff of the hospital is acknowledged to continue to provide services and complete surgery lists. The Board wished to commend the dedication of the teams who are continuing to provide these services. The Board noted the vacancy level, of between 20 – 25% of nursing vacancies across the District. The FWLHD have continued to sustain the Registered Nursing staff ratio by increasing the number of New Graduates however this approach comes with a burden of training and can be challenging when Clinical Nurse Educators are also staffing rosters intermittently.

The Board queried if the FWLHD is likely to see any relief. The Interim Chief Executive advised that there were some strategies being implemented by the Ministry in regard to a State wide overseas recruitment drive. The Board queried if the FWLHD had changed the skill set required to staff rosters. It was noted that FWLHD had not been required to do this yet but were awaiting what response is received from the overseas recruitment drive.

It was noted that the Board were concerned that a number of LHDs and other jurisdictions would be ramping up recruitment for 2023 and were worried that this would impact the FWLHD position to attract New Graduate nurses. The Interim Chief Executive advised that the FWLHD had secured most of the new graduate nursing cohort for 2023 already and had expanded the recruitment in this area to fill some of the vacancies. The Interim Chief Executive noted that NSW remuneration had been benchmarked against other jurisdictions across all disciplines at a presentation at the NSW Health Senior Executive Forum. It was noted that NSW Health compared significantly to other areas.

FWLHD had received significant budget supplementation for Palliative Care services. It was noted the funding would be used to deliver more services for Aboriginal communities and remote areas. The FWLHD will try to recruit to Aboriginal identified positions in these areas.

The Interim Chief Executive noted the FWLHD Health awards were held last week. The nominated innovation and quality projects were presented. A fantastic presentation was made by Sarah Wenham regarding the management of COVID patients in residential care

facilities within Broken Hill. The effectiveness of this project was noted with the mortality rate and low number of hospital presentations or serious illness experienced.

It was noted that some Health Councils have low membership in some areas of the District. The Community Engagement team have been successful in finalising Health Council action plans which have been included in the meeting papers for endorsement. There is planning underway for a forum for all Health Councils to come together to learn from each other. The Board raised that the Two Rivers Health Council meetings had been cancelled at last minute recently. It was suggested by the Board that management may need some assistance in ensuring that these meetings occur in future.

The Board were pleased that the Youth Health Advisory Council expression of interest had been advertised. Previously the Board had expressed interest in identifying recruitment pipelines that targeted youth within the community and encouraged the uptake of training opportunities that existed within the LHD. The Interim Chief Executive advised that there had been a number of responses received which was a positive result.

Resolution: The Chief Executive Report be received and noted.

Moved Jason Masters, seconded Sally Pearce. Carried.

Item 9. Reflections on Our Care

The Board requested that Reflections of Care should follow directly after the action items.

Action: Reflections of Care to be moved in the agenda and addressed following the action items at Item 7.

Item 9.1 Patient Story

The Board discussed the patient reflection provided. The Interim Chief Executive advised that the suggested recommendations from the patient had been captured well. It was noted that there are concerns around treatment of the Aboriginal patients within facilities, once one person does the wrong thing, the whole organisation is reflected upon. The story highlights the importance of interpersonal relations not just with the care team but with the whole team centred around the patient, including the story taker. The Board appreciated that the story taker had provided their own comments, reflecting on their own engagement.

The Board discussed that in some circumstances it may be appropriate to contact the participant through the story taker to invite them to be a Member of the Health Council in which they reside to continue engagement with the health facility.

Action: Patient to be contacted through the story taker to be invited to be part of the Two Rivers Health Council.

The Board discussed what happens with the story once it is taken, it was highlighted that the Board often take an interest in what needs to be done however are not responsible for actioning the recommendations. The Chief Executive advised that the Executive Leadership team do receive the report and action upon the recommendations/concerns raised within the stories.

The Board noted the patient story.

Item 9.2 Staff Story

Nil staff story provided.

Matters for Decision

Item 10 Reports for Endorsement

Item 10.1 2023 FWLHD Board Meeting Dates

The Board agreed on the 2023 meeting dates and the dates in which the remote sites would be visited. The Board discussed that locations such as Tibooburra and White Cliffs should be visited in the cooler months.

The Board endorsed the FWLHD Board meeting dates with discussed changes.

Item 10.2 2023 FWLHD Board Meeting Presentations and Executive Attendance Schedule

The Board requested that the Executive presenters no longer focus on their pillar however report on their specific portfolio. The Board agreed that the schedule for the Executive members should reflect the Executive Member in attendance where possible presenting on their portfolio and/or in more depth in a particular area of their interest.

The Board requested the Director of People and Culture and the Director of Finance, Performance and Strategy to be rostered to present on a project within their portfolio. The Finance, Performance and Strategy Director to be invited to present to the December 2022 Board meeting in Broken Hill to begin discussions regarding the upcoming budget.

The Board advised of their interest to hold a Board meeting at the Broken Hill Hospital and to complete a hospital tour in which the Health Council Members would also be invited to attend a morning tea or lunch.

The Board discussed the location of the Executive in relation to the main hospital campus in Broken Hill. The Interim Chief Executive was of the opinion that there is no issue with the location of the Executive team to the hospital campus as the Executive were servicing the whole District and not just the one campus. It was agreed that like all other LHDs the perception that FWLHD is Broken Hill focused can stem from the Executive being located in the one area however it was noted that the population spread in the District was primarily in Broken Hill.

The Board endorsed the Executive attendance and presentation schedule for 2023 with the above changes.

Item 10.3 Health Council Action Plans

The Board advised that the plans have been very well done. It was noted that the plans are led by the Community Engagement Team and Health Councils.

The Board endorsed the Health Council Action Plans.

Action: A Letter to be drafted to Health Council Chairs on behalf of the FWLHD Board thanking and recognising the work involved in creating the Health Council plans.

Item 11 Reports for Noting

Nil.

Lunch break from 1.00pm ACST/ 1.20Pm returned at 1.20pmACST/ 1.40pm AEST.

Matters for Discussion

Item 12. Aboriginal Health

Item 12.1 Clinical Services

Item 12.1.1 Comparative DAMA Rates

Item 12.1.2 Comparative DNW Rates

Item 12.1.3 Admission rates compared with population numbers

Nil. Quarterly report not due for Items 12.1.1, 12.1.2 and 12.1.3.

Item 12.2 Workforce

Item 12.2.1 Workforce Participation Rates

Noted. The Interim Chief Executive reported that there had been a small increase in the number of Aboriginal identified employed roles. The Board noted this as a positive trend.

Item 12.3 External Relationships

Item 12.3.1 Community Engagement Quarterly Report (due Feb, May, Aug, Nov)

Nil.

Item 12.3.2 Maari Ma and Coomealla Health

The Interim Chief Executive provided update regarding FWLHD partnerships in the Chief Executive report at Item 8.2 above.

Item 13. Sustainability

Item 13.1 Sustainability Ratings

The Board noted the paper provided by the FWLHD Health Service Planner. As previously discussed the Board have requested a statement from Health Infrastructure regarding their commitment for future FWLHD redevelopments.

Action: CE to request written statement from HI regarding Sustainability ratings commitments and population growth considerations for FWLHD redevelopments.

Item 14 Board Sub Committee Reports

Item 14.1 Safety and Quality Board Sub Committee Meeting

Item 14.1.2 Safety and Quality Committee Chair Summary Report

Item 14.1.3 Patient Safety and Clinical Quality Report August 2022

PTO.

Key points of the report (June data) were:

What's working well within the District:

- ED management audit results District Health Services
- End of Life Care
- Mental Health Services – Seclusion and Restraints – Nil.

What's not working so well – concerns in the District:

- Endocrine and cardiac hospital acquired complications remain above KPI, meeting held to discuss strategies for improvement. Endocrine pathway in development to address hospital acquired hypoglycaemia.
- Falls rate trending upwards to 19 from the previous month. This reporting month – individual units have action plans in place – results will be tabled in Falls Committee meeting.

The Committee discussed that there was nothing significantly concerning currently reported or discussed at the Patient Safety and Clinical Quality Board Sub Committee meeting.

Resolution: **The Safety and Quality reports be received and noted.**
Moved Jason Masters, Seconded Lilon Bandler. Carried.

Item 14.1.3 Quality and Safety Committee Minutes 12 August 2022

Noted.

Gunjan Kothari joined meeting at 1.07pm CST/ 1.37pm EST

Item 14.2 Finance, Performance and Workforce

Item 14.2.1 Finance, Performance and Workforce Committee Chair Report

The Finance, Performance and Workforce Board Sub Committee Members reported on the meeting in the absence of the Sub Committee Chair. The Committee have requested quarterly feedback reports on how the implementation of the workforce strategies are tracking and what an appropriate reporting schedule for those plans would be.

The Industrial Award changes that have been implemented across the District were discussed. It was noted that there had been changes to the way in which casual staff can be appointed. The union had brought an action on behalf of a group of staff claiming permanency. It was clear that they were a permanent requirement for the roster and therefore FWLHD are currently reviewing other rosters to offer permanency. The Board noted that permanent employment should always been an aim and that this was a positive for both staff and the organisation.

It was noted that a comparison of expenses from 2021 to 2022 was reported for July 2022 as no formal reporting was required for the Ministry of Health. The Board discussed COVID funding not being realised until the following month. It was reported that the District is tracking reasonably well, no significant issues were raised. The Interim Chief Executive noted that revenue was of concern for the District but this was not something new. There is currently work going on around this. The Ministry recognised this with no increase in revenue targets to rural and regional LHDs for the new financial year. It was noted that FWLHD perform well in converting the portion of private health patients.

The Interim Chief Executive advised that a permanent Director of Performance and Strategy, would be commencing on Monday 10 October 2022. The successful applicant will be employed under hybrid working arrangements.

Item 14.2.2 Finance, Performance and Workforce Committee Minutes

The Board noted the 22 August 2022 minutes.

Finance, Performance and Workforce Committee are going to be reviewing the Finance report aiming to make it more succinct.

Item 14.2.3 Finance Report August 2022

The August Financial summary report was noted by the Board.

Revenue challenges were noted, FWLHD are unlikely to meet revenue targets, currently \$0.4M behind target. From an expense perspective the FWLHD are performing well. It was agreed in regard to the forecast FWLHD needed to be cautious going forward and to continue to communicate concerns to the Ministry as previously done.

The Board queried if the organisation could pursue own source revenue further. It was noted by the Interim Performance and Strategy Director that FWLHD could approach further LHDs or the Ministry to undertake travel bookings to generate further efficiencies across the system. The Board noted the relationship FWLHD have with Sydney LHD and advised it may be worth pursuing in future.

The Board noted that due to the remoteness of the District, travel expenses were high to transport expertise and staff to the District. The purchasing of housing for staff accommodation was encouraged by the Board. The Interim Director advised that the District were currently focusing on planning for capital funds received for key worker accommodation. The Board queried if accommodation could be provided by the FWLHD to other government organisation such as Police and Education etc. It was noted that Health entities were not allowed to invest in property however it was agreed that this would be an investment to attract and retain workforce and therefore would be considered core business to provide accommodation in remote areas for staff.

Another potential revenue raising opportunity for the District was to expand current laundry services outside of Health. It was noted that the Infrastructure for this was readily in place and that the FWLHD had an advantage with the standards by which we wash. The Board encouraged this to be promoted to accommodation providers, nursing homes and Air BnB providers. The Board urged the Interim Director to pursue revenue that could be generated out of the District's existing capacities.

The Board thanked the Interim Director of Performance and Strategy, Gunjan Kothari for his contribution to the LHD.

Item 14.2.4 Financial and Workforce Reports – August 2022

Noted.

Gunjan Kothari left meeting at 1.14pm CST/ 1.44pm EST

Jon Isaac, Allan Cook and Irene Rusak joined the meeting at 1.15pm CST/ 1.45pm EST

Item 14.3 Audit and Risk

Item 14.3.1 Audit and Risk Committee Chair Summary Report

The Board welcomed the Audit and Risk Committee Independent Chair, Jon Isaac, Independent Committee Members Allan Cook and Irene Rusak to the meeting. The ARC Chair provided a positive report regarding the FWLHD audit and risk position overall. An overview of the reporting received by the Committee was discussed with no significant issues noted regarding Finance, Corporate Risks, Cybersecurity or Work, Health and Safety. It was noted NSW Health has highly professionalised systems in place that manage these risks well. The Committee plan to meet face to face throughout the FWLHD each quarter. COVID has deterred this from happening previously.

It was noted due to new policy being implemented by the Ministry pre-qualification of all members was required, therefore the Committee would be losing the membership of Board Member, Lilon Bandler. The Committee saw this as a disadvantage as Lilon provided insight into clinical risks, necessary for a Health audit Committee.

The Board and ARC Members discussed the audit capability of FWLHD at an executive level. It was noted that FWLHD were doing well in regard to compliance. However an independent experienced part time Chief Audit Executive would provide leadership and development in the Internal Audit function. This model had previously been trialled in FWLHD. It was agreed FWLHD would continue this model.

The ARC Chair explained that from experience it was common for organisations to adopt a hybrid model of auditing. The opportunity for FWLHD to outsource strategic risk issues to be audited by an external provider was recommended. The Audit Chair and Board Chair agreed that FWLHD would only outsource if the proposition was going to show valuable return. The Board raised the option of FWLHD using the expertise within the system instead of outsourcing audits externally to Health.

The Chair advised that the Committee would review the draft annual report of the ARC at the Ordinary meeting tomorrow and it would be tabled at the Board in due course.

Item 14.3.2 Audit and Risk Financial Committee Meeting Minutes – 14 April 2022

Nil. 14 April 2022 chair approved minutes were tabled. Awaiting the Audit and Risk Ordinary Committee Meeting in September 2022 for the 23 March 2022 and 14 April 2022 minutes to be endorsed.

Item 14.3.3 Risk Management Unit - Work Health and Safety Report

Resolution: The Risk Report be received and noted with the analyses and action contained within them be supported by the Board.

Moved Sally Pearce, Seconded Wincen Cuy. Carried.

Item 15. Business on Notice

Nil.

Item 16. Calendar of Events

Noted.

The Board discussed the timing of the Safety and Quality Board Sub Committee and requested that it be changed to fall on the morning of the Board meeting where possible.

Action: The Safety and Quality Board Sub Committee meeting to be changed to fall on the morning of the FWLHD Board meetings.

Item 17. Correspondence

Nil.

Item 18. Other Business

Item 18.1 Remote Site Visit – Buronga – 31 October 2022

Nil.

Item 18.2 FWLHD Annual Public Meeting – 28 November 2022 – tentative

Noted.

The Board discussed their concern for telecommunications or power outage around the District in regard to virtual care and telehealth, requesting what contingency plans are in place.

Action: The Chief Executive to check the disaster response and contingency planning for virtual care if there is a telecommunications or power outage.

The Board raised the issue of General Practitioner wait times within the District. The Board queried if FWLHD were looking at a way in which the organisation can address the problem. The Interim Chief Executive advised that general practitioner wait times had been affecting the Broken Hill Hospital particularly in regard to the number of GP like presentations being seen by the emergency department. This in turn had increased wait times for the emergency department. It was noted that the District is exploring a strategy to address this.

Meeting Finalisation

Item 19. Closed Meeting

Item 19. Next Meeting

Monday 31 October 2022

Meeting Close

2.30pm ACST/ 3.00pm AEST

Certified as a correct record.

Andrew Refshauge
Name

Signature

31 October 2022
Date