

**Endorsed Meeting Minutes**

DATE: Wednesday, 9 March 2022  
 TIME: 11.00am – 3.30pm  
 VENUE: TEAMS

Item / Description	
<b>Attendance and Declarations</b>	
<b>Welcome:</b> Neil Porter <b>Acknowledgement of Country:</b> Neil Porter	
<b>Apologies:</b> Luke Hartsuyker	
<b>Observers:</b> Penny Jones, Director Integrated Mental Health, Alcohol and Other Drug Services Paul Douglas, Director North Coast Public Health Unit Vicki Simpson, Director Nursing, Midwifery and Service Reform	
<b>Declarations of Interest:</b> Dr Alison Seccull, UNSW ILP Research Projects and Medical Director Dr Jenny Beange, Healthy North Coast Board Member	
<b>Item 1. In-Camera Session for Discussion / Presentations</b>	
1.1	In Camera Session - Nil
<b>Item 2. Patient Story</b>	
2.1	A patient's journey through different local health district facilities.
<b>Item 3. Presentations</b>	
3.1	Nil
<b>Item 4. Minutes and Action Table</b>	
4.1	Minutes of Governing Board Meeting 9 February 2022  <b>Resolution(s):</b> The MNCLHD Governing Board endorsed Minutes of the meeting held 9 February 2022 as a true and accurate record subject to the following addendum:  <b>Addendum:</b> February 2022 Item 6.4 <b>Action(s):</b> a) Provide further advice regarding risk rating for items 746, 769 and 776.
4.2	Action Table March 2022  <b>Resolution(s):</b> The MNCLHD Governing Board accepted progress against action items with the above Addendum at 4.1.
4.3	Confirmation of Agenda

	<p>The Governing Board members requested allocated time to discuss Item 10.1 <b>Resolution(s):</b> Time was allocated to discuss Item 10.1</p>
<p><b>Item 5. For Endorsement and/or Discussion</b></p>	
5.1	<p>Research Knowledge and Translation – Annual Report</p> <ul style="list-style-type: none"> <li>• The Governing Board commended the breadth of research conducted across the LHD.</li> <li>• The Governing Board discussed the importance of including clinical outcomes in the report.</li> <li>• The Governing Board seeks advice on how the LHD invests/optimises in its capabilities to ensure prioritised clinical outcomes.</li> <li>• The Governing Board requested the expansion of the dashboard and trend over time. Expansion of the dashboard to include: <ul style="list-style-type: none"> <li>○ Trending of research, funds allocated to research across LHD, staff with research qualifications, list of publications by LHD staff.</li> </ul> </li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Research Knowledge and Translation Annual Report.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>a) Expand the dashboard to include trending of research; funds allocated to research across LHD; staff with research qualifications; list of publications by staff.</li> <li>b) Provide a high level analysis on how the LHD invests/optimises capabilities to ensure prioritised clinical outcomes to the Governing Board.</li> </ol>
5.2	<p>Consumer Feedback Report</p> <ul style="list-style-type: none"> <li>• The Governing Board noted the implementation of ims+ in October 2020 and the new datasets and classifications.</li> <li>• An updated Complaint Management education program is currently in development.</li> <li>• The Governing Board considered level of reporting of complaints.</li> <li>• The Governing Board discussed barriers experienced by patients and consumers accessing information on how to lodge a complaint.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the proposal for the Consumer Feedback Report.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>a) Future reports to include alignment with key performance indicators and breakdown of all wards/departments.</li> <li>b) Provide a paper on how consumers can lodge a complaint and complaint management education and training is available to staff to the Governing Board.</li> <li>c) Bureau of Health Information (BHI) Adult Admitted Patient Survey 2020 report and MNCLHD summaries to be provided to the Governing Board.</li> <li>d) Provide MoH complaint benchmarking data for other LHDs to the Governing Board.</li> </ol>
5.3	<p>Recruitment: Reappointing Medical Officers</p> <ul style="list-style-type: none"> <li>• The Governing Board commended the paper.</li> <li>• The Governing Board request considering the inclusion of mandatory training requirements in future contract renewals.</li> </ul>

	<p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Recruitment: Reappointing Medical Officers paper.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Consider the inclusion of mandatory training requirements in future contract renewals.</li> <li>Provide a bi-annual VMO quinquennium contract renewal progress report to the Governing Board.</li> </ol>
5.4	<p>MNCLHD Strategic Plan Cover Sheet</p> <ul style="list-style-type: none"> <li>The Governing Board requests the separation of Strategic and Service Level Agreement Key Performance Indicators.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Strategic Plan cover sheet.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Confirm the Strategic Plan reporting frequency to Governing Board.</li> </ol>
5.4.1	<p>MNCLHD Strategic Plan 2022-2032</p> <ul style="list-style-type: none"> <li>The revised graphics were commended.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Strategic Plan 2022-2032.</p>
5.4.2	<p>MNCLHD Plan on a Page</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Plan on a Page.</p>
5.4.3	<p>MNCLHD Communications and Dissemination Plan</p> <ul style="list-style-type: none"> <li>The Governing Board noted the Communications and Dissemination Plan timeline may require adjustment.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board endorsed the MNCLHD Communications and Dissemination Plan.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>The Communications and Dissemination Plan to be re-tabled for endorsement if adjustments are required.</li> </ol>
5.4.4	<p>MNCLHD Strategy and Culture Transformation Alignment Summary</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Strategy and Culture Transformation Alignment Summary.</p>
5.4.5	<p>MNCLHD Strategic Scorecard and Trends for KPIs</p> <ul style="list-style-type: none"> <li>The Governing Board requests the separation of Strategic and Service Level Agreement Key Performance Indicators.</li> <li>Strategic Key Performance Indicators to be reviewed to remove duplication, relevance and ensure</li> </ul>

	<p>outcomes are measurable.</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Strategic Scorecard and Trends for KPIs</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Separate the Strategic and Service Level Agreement Key Performance Indicators in the Strategic Plan.</li> <li>Provide the revised KPIs and scorecard to the Governing Board meeting April 2022.</li> </ol>
5.4.6	<p>MNCLHD Strategic Scorecard KPI Development Action Table</p> <ul style="list-style-type: none"> <li>The Governing Board requested the Action Table include due dates</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Strategic Scorecard and KPI Development Action Table.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Provide the revised action table with due dates to the Governing Board meeting April 2022.</li> </ol>
5.4.7	<p>Planning and Accountability Framework (draft)</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Planning Accountability Framework (draft).</p>
5.5	<p>MNCLHD Risk Appetite Statement</p> <ul style="list-style-type: none"> <li>The MNCLHD Risk Appetite Statement was noted.</li> <li>MNCLHD Risk Workshop to be scheduled.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Risk Appetite Statement.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Risk Workshop to be scheduled with the MNCLHD Director Internal Audit, Risk and Compliance.</li> </ol>
5.6	<p>Aboriginal Cultural Safety and Security Implementation Plan update</p> <ul style="list-style-type: none"> <li>The mentoring program progress was noted.</li> <li>Peer worker to practitioner transition process was noted and are not exclusive to MNCLHD.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Aboriginal Cultural and Security Implementation Plan update.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Provide MNCLHD Performance Development Review Completion rates to the Governing Board.</li> <li>Provide a paper on how the MNCLHD upskills Aboriginal staff for career advancement to the Governing Board.</li> <li>Provide a brief on peer worker to practitioner transition issues to the Governing Board Chair.</li> <li>Brief to be discussed with Governing Board Chair and the Minister for Women, Regional Health and Mental Health.</li> <li>Brief to be submitted as a question for the NSW Health Annual Board Members Conference.</li> </ol>

5.7	<p>People Matters Employee Survey (PMES) Action Plans</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the People Matters Employee Survey (PMES) Action Plans.</p> <p><b>Action(s):</b></p> <p>a) Provide the post People Matters Employee 2021 MNCLHD staff survey results to the Governing Board.</p>
5.7.1	<p>MNCLHD Culture Transformation Map 2.0</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board endorsed the MNCLHD Culture Transformation Map 2.0.</p> <p><b>Action(s):</b></p> <p>a) MNCLHD Culture Transformation orientation paper to be circulated to the Governing Board.</p>
5.8	<p>eMR and eMeds Risk (743)</p> <ul style="list-style-type: none"> <li>• The Governing Board notes the inclusion of the fluid and management in eMeds.</li> <li>• The Governing Board notes the challenges to train staff in eMeds.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the eMR and eMeds Risk (743) update.</p> <p><b>Action(s):</b></p> <p>a) Provide an update on the eMeds Education Risks 688 and 743 to the Governing Board.</p>
5.9	<p>MNCLHD Cyber Security training data</p> <ul style="list-style-type: none"> <li>• Impacts of cyber security attacks was noted.</li> <li>• Medical staff cyber security training data was noted.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Cyber Security training data.</p> <p><b>Action(s):</b></p> <p>a) Medical staff cyber security training data to be discussed with Medical Staff Council and Clinical Advisory Group chairs.</p>
5.10	<p>Management of a Complaint or Concern about a Clinician</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Management of a Complaint or Concern about a Clinician process.</p>
5.11	<p>MNCLHD Risk Platform training requirements for Governing Board Members</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the MNCLHD Risk Platform training requirement for Governing Board Members.</p>

5.12	<p>Wireless Networking and Clinical Emergency and Duress Risks</p> <ul style="list-style-type: none"> <li>• The Governing Board noted the risk is across all LHDs.</li> <li>• The MNCLHD Chief Executive is presenting the risk at the LHD Chief Executive Meeting March 2022.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the Wireless Networking and Clinical Emergency and Duress Risks.</p> <p><b>Action(s):</b> a) Provide an update of the risk to the Governing Board at the April 2022 meeting.</p>
5.13	<p>External Funding Skills of Research Staff</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the External Funding Skills of Research Staff paper.</p> <p><b>Action(s):</b> a) Provide MNCLHD Research staff participation rate of free of charge External Partner Research Training to the Governing Board.</p>
<b>Item 6. Standing Items</b>	
6.1	<p>Governing Board Chair's Report – verbal update</p> <ul style="list-style-type: none"> <li>• Individual meetings with members have taken place.</li> <li>• Invites have been sent to Deputy Secretaries and A/Chief Executive Clinical Excellence Commission to present to MNCLHD Governing Board.</li> <li>• Nous review proposal has been received and circulated.</li> <li>• The Governing Board accepted the core Nous proposal with a suggested commencement of July 2022.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board accepted the Chair's verbal report.</p> <p><b>Action(s):</b> a) Progress the core Nous review with a suggested commencement of July 2022.</p>
6.2	<p>Chief Executive's Summary</p> <ul style="list-style-type: none"> <li>• MNCLHD Ways of Working in progress.</li> <li>• Succession Planning for the LHD has been completed.</li> <li>• The Coffs Harbour Mental Health Unit Redevelopment Capital Investment proposal was noted.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board accepted the Chief Executive's Report and attachments.</p> <p><b>Action(s):</b> a) Provide a progress update on the MNCLHD Ways of Working to the Governing Board. b) Provide a brief on Succession Planning to the Governing Board.</p>
6.3	<p>MNCLHD Organisational Performance Report – Year to Date Results for January 2022</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board discussed and accepted the Organisational Performance</p>

	Report.
6.4	<p>Enterprise Risk Report (ERM)</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accepted the Enterprise Risk Report (ERM) and MNCLHD Governing Board Risk Report – February 2022 and note the outstanding risks.</p> <p><b>Action(s):</b></p> <p>a) High risks and alignment with the As Low as Reasonably Practicable (ALARP) concept to be discussed at Risk Workshop.</p>
6.5	<p>Anderson Report Recommendations (Staff Safety)</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Anderson Report Recommendations (Staff Safety) update.</p>
6.6	<p>Serious Adverse Event Review (SAER) and Coroner Recommendations Report February 2022</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the SAER and Coroner Recommendations February 2022.</p>
<b>Item 7. Board Submissions to be taken as read</b>	
7.1	Directorate Dashboard and Summary
	<p>7.1.1 Integrated Mental Health, Alcohol and Other Drug Services</p> <ul style="list-style-type: none"> <li>• The Governing Board thanks P. Jones for a comprehensive presentation.</li> <li>• Discussion around the medical realignment and transition of Visiting Medical Officers to a Staff Specialist model.</li> <li>• The challenges of recruiting and housing staff in the region was noted.</li> <li>• Increase in presentations of youth and children under 12 years and funding of Alcohol and Other Drug Services was noted.</li> </ul> <p>The Governing Board commends the Integrated Mental Health, Alcohol and Other Drug Services Directorate for their assistance to the Northern NSW Local Health District during the current flood crisis.</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Directorate Dashboard and Summary: Integrated Mental Health, Alcohol and Summary.</p>
	<p>7.1.2 North Coast Public Health Unit</p> <ul style="list-style-type: none"> <li>• The Governing Board thanks P. Douglas for a comprehensive presentation.</li> <li>• The budgetary challenges and complexity of shared services was noted.</li> <li>• The organisational restructure progress was noted.</li> </ul> <p>The Governing Board commends the North Coast Public Health Unit for their assistance to the Northern NSW Local Health District during the current flood crisis.</p>

	<p><b>Resolution(s):</b> The MNCLHD Governing Board accept Directorate Dashboard and Summary: North Coast Public Health Unit</p> <p><b>Action(s):</b> a) Planetary Health presentation to be provided to the Governing Board.</p>
	<p>7.1.2.1 North Coast Public Health Unit Program specific priorities</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the North Coast Public Health Unit Program specific priorities.</p>
	<p>7.1.3 Nursing, Midwifery and Service Reform</p> <ul style="list-style-type: none"> <li>• The Governing Board thanks V. Simpson for a comprehensive presentation.</li> <li>• Noted the extensive work being undertaken on recovery for current disasters.</li> <li>• The strategies to progress a sustainable nursing and midwifery workforce was noted.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept Directorate Dashboard and Summary: Nursing, Midwifery and Service Reform</p>
7.2	Board Sub-Committees
	<p>7.2.1 Board Sub-Committee: People and Culture</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Chair’s Summary February 2022; Endorsed Minutes December 2021 and the People and Culture Directorate Overview February 2022.</p>
	<p>7.2.2 Board Sub-Committee: Medical and Dental Appointments Advisory Committee (MDACC)</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Chair’s Summary February 2022; Endorsed Minutes December 2021 and the Staff Specialists and Clinical Academics Critical Actions Compliance Declaration.</p>
	<p>7.2.3 Board Sub-Committee: Health Care Quality</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Endorsed Minutes January 2022.</p>
	<p>7.2.4 Board Sub-Committee: Finance and Performance</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Chair’s Summary March 2022; Endorsed Minutes January 2022 and the Finance and Performance update January 2022</p>
	<p>7.2.5 Board Sub-Committee: Board Sub-Committee: Close the Gap</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board accept the Chair’s Summary February 2022; Endorsed Minutes December 2021.</p>
<b>Item 8. Risk Register</b>	
8.1	Risk Register - Nil



<b>Item 9. Annual Planner</b>	
9.1	<b>Resolution(s):</b> The MNCLHD Governing Board noted the Annual Planner.
<b>Item 10. General Business without notice and Correspondence (to be taken as read)</b>	
10.1	<p>Correspondence to Governing Board</p> <ul style="list-style-type: none"> <li>The Governing Board noted the progress on this matter.</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the correspondence.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Acknowledgement letter to be sent from the Governing Board Chair.</li> <li>Provide a risk assessment including qualitative and quantitative data to the Governing Board.</li> <li>Discuss at the Risk Workshop.</li> </ol>
10.2	<p>10.2.1 G. Singh MP Letter to Governing Board 10.2.1 MNCLHD response to G. Singh MP</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the correspondence.</p>
10.3	<p>Correspondence to Governing Board Chair 10.3.1 MNCLHD response</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the correspondence.</p>
10.4	<p>Correspondence to Governing Board Chair</p> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the correspondence.</p>
10.5	<p>Correspondence to Governing Board Chair</p> <ul style="list-style-type: none"> <li>The Governing Board acknowledged the delay in progression due to the COVID-19 response</li> </ul> <p><b>Resolution(s):</b> The MNCLHD Governing Board noted the correspondence.</p> <p><b>Action(s):</b></p> <ol style="list-style-type: none"> <li>Provide a copy of the response to the Governing Board.</li> </ol>
<b>Item 11. Governing Board Reflections</b>	
11.1	The Governing Board Reflections were noted.
<b>Item 12. Next Meeting</b>	
13 April 2022 Kempsey District Hospital	
<b>Item 13. Close</b>	
13.1	The meeting closed at 3.58pm.

**MID NORTH COAST LOCAL HEALTH DISTRICT GOVERNING BOARD MEMBERSHIP**

Professor Heather Cavanagh	Chair
Mr Luke Hartsuyker	Deputy Chair
Dr Jennifer Beange	
Michael Coulter	
Dr Tim Francis	
Gary Humphreys	
Susan McGinn OAM	
Neil Porter	
Dr Alison Seccull	
Tracy Singleton	
Jennifer Zirkler	

**Secretariat**

Brooke White

**Right of Audience and Debate**

Stewart Dowrick	Chief Executive
Delwyn Kruk	Corporate Governance Manager

**DECLARATION OF INTEREST**

Governing Board members are responsible for disclosing circumstances that give rise or may give rise to actual, potential or perceived conflicts of interest.

Declarations are to be submitted to the Board Secretary in writing prior to the meeting. The Board will determine the appropriate course of action, which may include the member leaving the meeting for the duration of the item or abstaining from discussion and/or decision.

**IT IS NOTED THAT ALL GOVERNING BOARD PAPERS AND DISCUSSION ARE CONFIDENTIAL**

**ROLES AND RESPONSIBILITIES OF THE GOVERNING BOARD**

The Board provides governance oversight for the local health district, not day-to-day management, or operations. The Board is focused on leading, directing and monitoring the activities of the local health district and driving overall performance. The specific functions of the Board are outlined in the Board Charter (available here) and in Section 28 of the Health Services Act 1997. The Board Chair also has an oversight role in respect of the Chief Executive, in relation to appointment, annual performance agreement and annual performance review as provided for under the Health Executive Service Framework.

**GOVERNING BOARD REFLECTION**

1. Did we spend the most time on the most important things?
2. Did we add value?
3. How could we have done things better?
4. Any feedback for management?